



presents the \$350,000  
**VIRGINIA SLIMS  
OF PHILADELPHIA**

starring  
**MONICA SELES  
GABRIELA SABATINI  
JENNIFER CAPRIATI  
AND MANY MORE...**

**NOVEMBER 11-17, 1991  
PHILADELPHIA CIVIC CENTER**

**ASSOCIATE SPONSORS**

The Philadelphia Inquirer  
Colonial National Bank USA

KYW-TV

Breyers Ice Cream  
INFINITI

**OFFICIAL SPONSORS**

The Rittenhouse Hotel  
Michelin Tire Company  
Anne Klein II  
American Airlines  
John Wanamaker  
Bailey Banks & Biddle  
Yonex Corporation  
Ritz Camera  
Clairol

Rolex Watch, U.S.A.  
Time Magazine  
Prudential Property  
Company  
Chestnut Hill Limousine &  
Coach Company  
Michelin Tire Corporation  
Eastman Kodak Company  
Prudential Securities, Inc.

Enjoy World Travel  
Honeybaked Ham  
AT&T  
IGS Printing  
Campbell's Soup  
Clearly Canadian  
Sparkling Mineral  
Water  
RCA

**Monday through Thursday sessions  
\$2 ticket discount for 15 or more.  
For Box, Series and Group Tickets:  
215/568-4444  
1/800-735-5863**

**FIRST SERVE BOX SEAT  
PACKAGE**

- Exclusive four-seat table with bar service located on the baseline for all tournament sessions
- Four invitations to the Kickoff Party
- Four passes to the Courtside Club
- Listing in the Tournament Program
- One parking pass per session

**FEE: \$1,200.00**

**SERIES TICKETS**

- Reserved ticket for all tournament sessions

**FEE: \$125.00 (\$212.00 value)**

**COURTSIDE BOX SEAT  
PACKAGE**

- Four-seat box for all tournament sessions
- Four invitations to the Kickoff Party
- Four passes to the Courtside Club
- One parking pass per session
- Listing in the Tournament Program

**FEE: \$1,000.00**

**WEEKEND SERIES**

- Reserved ticket for Friday evening, Saturday day and evening, and Sunday day sessions.

**FEE: \$90.00 (\$100.00 value)**

**NO REFUNDS/NO EXCHANGES**

MAKE CHECK PAYABLE TO:  
VIRGINIA SLIMS OF PHILA.

Return order form to:  
Virginia Slims of Philadelphia  
1601 Market Street  
8th Floor  
Philadelphia, PA 19103

Name \_\_\_\_\_  
Address \_\_\_\_\_  
City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_  
Telephone: Home \_\_\_\_\_ Work \_\_\_\_\_  
Charge my: ( ) VISA ( ) MASTERCARD  
Card # \_\_\_\_\_ Exp. Date \_\_\_\_\_

**SPECIAL EVENTS**

**Wednesday, November 13, 5:30 pm**  
Philadelphia Museum of Art Benefit Cocktail Party and Silent Auction

**Thursday, November 14, 7 pm**  
Club Night

Instructional clinic and drawings for prizes  
A tribute to Kathy Jordan presented by Eastman Kodak Company

**Friday, November 15**

Ladies Day, 12 pm

Anne Klein II and John Wanamaker present an on-court fashion show in between matches. Prizes and fun for all!

Colonial National Bank USA Night 7 pm

Featuring Fast Serve Contest and Player Autograph Night

**Saturday, November 16, 7 pm**

KISS-100 Night

Featuring the KISS-100 Comedy Club starring Dennis Malloy

Free KISS-100 souvenirs to the first 100 fans

**Sunday, November 17, 12:45 pm**

Football Widows Day

Ladies, bring your husbands to the tournament—free. While you watch world class tennis, your husbands can cheer the Eagles to victory on our big screen tv located in the Sports Bar!

Daily tickets can be purchased through ~~several~~ outlets, at the Civic Center box office (Monday through Friday, 10 am-5 pm), by mail with this form, and with a credit card by calling:

**215/336-2000**

**717/693-4100**

**609/665-2500**

**302/984-2000**

**DATE**

November 11 Monday, 10 AM	\$10.00	_____
November 11 Monday, 7 PM	\$15.00	_____
November 12 Tuesday, 10 AM	\$10.00	_____
November 12 Tuesday, 7 PM	\$15.00	_____
November 13 Wednesday, 10 AM	\$10.00	_____
November 13 Wednesday, 7 PM	\$15.00	_____
November 14 Thursday, 10 AM	\$10.00	_____
November 14 Thursday, 7 PM	\$15.00	UPPER TIER _____
November 15 Friday, 12 PM	\$12.00	_____
November 15 Friday, 7 PM	\$20.00	\$15.00 _____
November 16 Saturday, 1 PM	\$25.00	\$20.00 _____
November 16 Saturday, 7 PM	\$25.00	\$20.00 _____
November 17 Sunday, 12:45 PM	\$30.00	\$25.00 _____
		HANDLING \$2.00 _____
		TOTAL _____

With a purchase of four or more tickets for Monday through Thursday sessions, receive a complimentary Virginia Slims Fanny Pack. Limited quantities available.

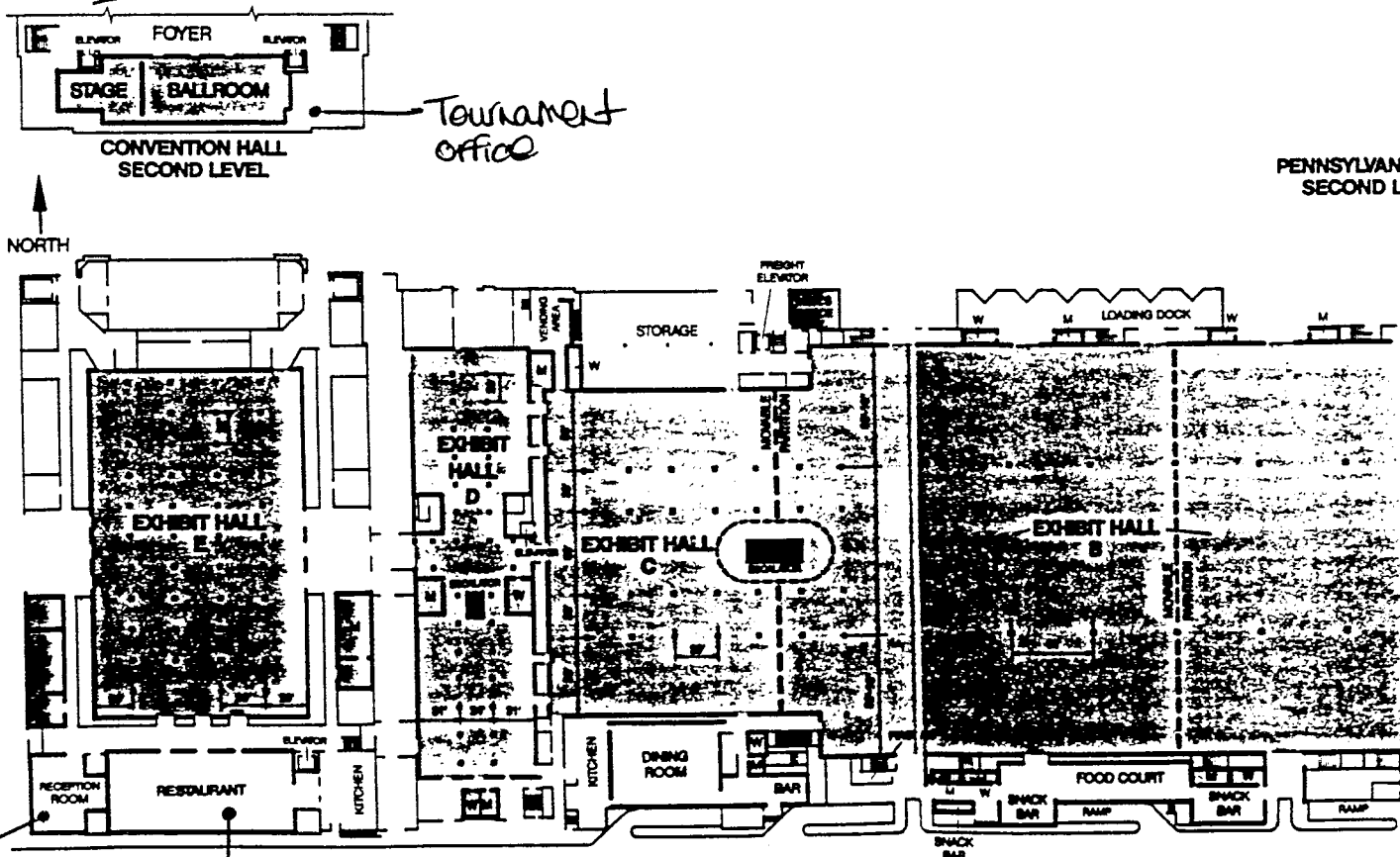
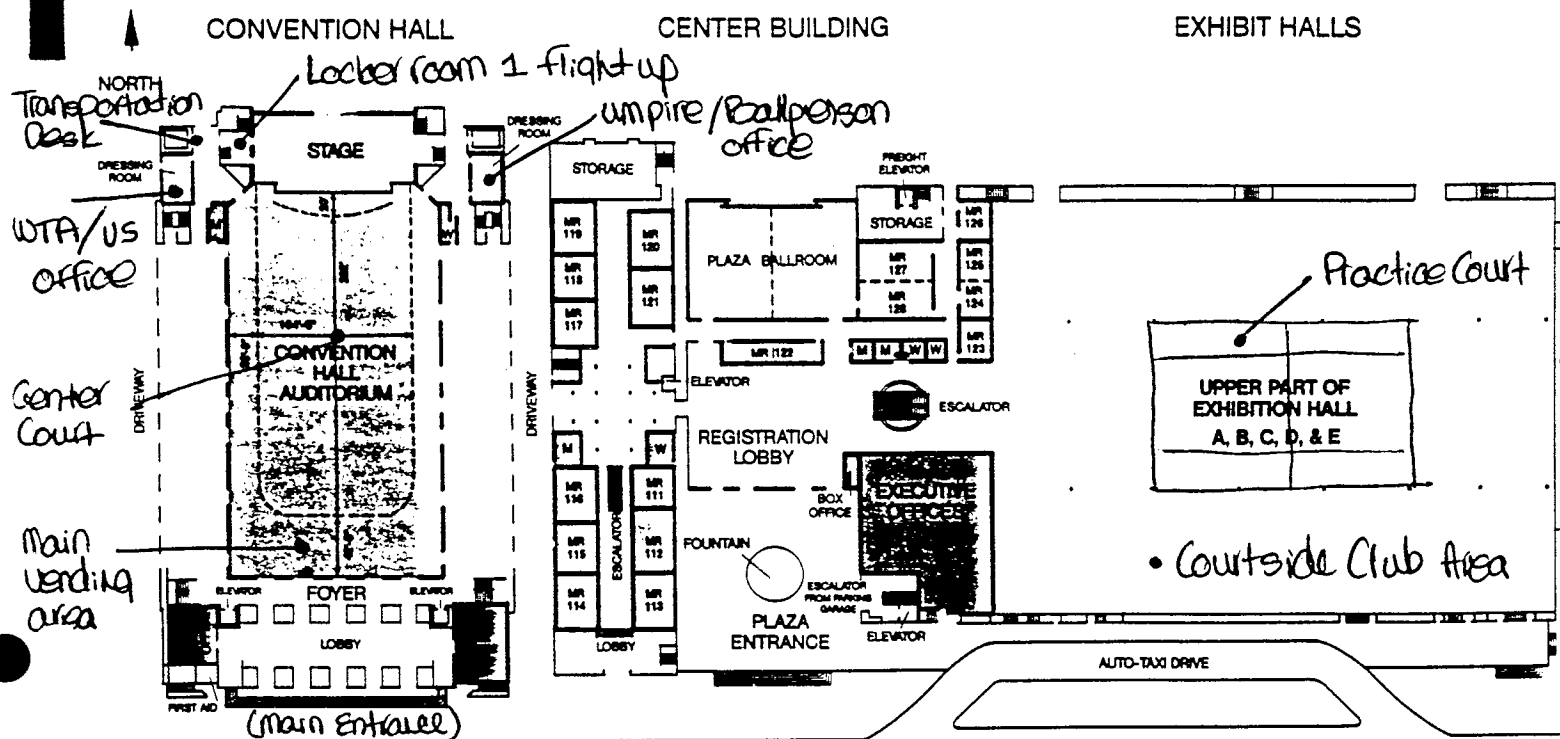
All tickets ordered after November 1 will be held at WILL CALL.  
MAIL ORDERS PAYABLE BY CHECK ONLY.

Please make check payable to:  
Philadelphia Civic Center  
34th & Civic Center Boulevard  
Philadelphia, PA 19104-4395

**NO REFUNDS/NO EXCHANGES**

Name \_\_\_\_\_  
Address \_\_\_\_\_  
City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_  
Telephone: Home \_\_\_\_\_ Work \_\_\_\_\_

2041002093



**SCHEDULE OF EVENTS**  
**1991**  
**VIRGINIA SLIMS OF PHILADELPHIA**  
**presented by KISS - 100**  
**November 1, 1991**

**SUNDAY, NOVEMBER 10**

**1 - 4 pm**  
**Breyers Pro - Am and luncheon - Levy Tennis Pavilion**

**5:30 - 7:00 pm**  
**Advanta Kickoff Party - Rittenhouse Hotel**

**7:30 pm**  
**Player Dinner - Market Street Live**

**MONDAY, NOVEMBER 11**

**10 am**  
**First round matches**

**7 pm**  
**Opening Ceremonies -**  
**color guard ceremony**  
**God Bless America - performed by Quarter Notes**

**Battle of the Network Sportscasters**

**Campbell's Night**

**Enjoy World Travel Night**

**Michelin Tire "Serve through the Tire" Promotion in between matches**

2041002095

**TUESDAY, NOVEMBER 12**

10 am

7 pm

Clearly Canadian Night

Clearly Canadian to sponsor "Hit for Prizes" in between matches.

American Airlines Night

**WEDNESDAY, NOVEMBER 13**

10 am

First round matches

OFF SITE -- John Feinstein to do book signing at Brentano's - Liberty Place

5:00 pm

Cocktail Party and Silent Auction to benefit the Philadelphia Museum of Art

Informal modeling by Bailey, Banks & Biddle

John Feinstein book signing (HARD COURTS) at Art Museum benefit.

7 pm

Celebrity Return the Serve to begin at 6:50 pm

Bailey, Banks & Biddle Night

Art Museum/Time Magazine Night

KYW - TV Night

On court presentation in between matches - check presentation to Museum of Art  
by VS of Philadelphia and TIME

Winners of Silent Auction items to be announced in between matches

2041002096

**THURSDAY, NOVEMBER 14**

10 am

7 pm

Good Seasons Club Night

6 pm Register for prizes at VS of P booth

6:15 - 6:30 - Fast Serve contest (men's and women's divisions)

6:30 - 7:00 - Clinic

Rittenhouse Night -

Prudential Night -

Introduction of Tiebreak Tournament winners in between matches on center court

**Kodak Night**

Eastman Kodak Company tribute to Kathy Jordan immediately preceding matches - to include presentation by Pam Shriver

**\*\*ADVANTA PARTY IN VIP AREA\*\***

**\*\*\*KODAK RECEPTION FOR KATHY JORDAN\*\*\*\*\***

**FRIDAY, NOVEMBER 15**

12 pm

Ladies Day

On-court fashion show sponsored by John Wanamaker and Anne Klein II in between matches

Drawings for prizes

Trunk show by Anne Klein II in Courtside Club immediately following fashion show

7 pm

**COLONIAL NATIONAL BANK NIGHT**

Player Autograph Night

Fast Serve contest in between matches

**\*\*COLONIAL NATIONAL BANK PARTY IN VIP AREA\*\*\***

Chesapeake Village - player to sign ad in program - Chesapeake Village to provide gift certificate

2041002097

SATURDAY, NOVEMBER 16

1 pm

11:00 am Prudential Clinic (30 people) on practice court followed by brunch in VIP area

The Philadelphia Inquirer Day

Philadelphia Inquirer Return the Serve contest in between matches

Infiniti Day

**\*\*INFINITI PARTY IN VIP AREA\*\***

**\*\*12:00 - PRUDENTIAL BRUNCH IN VIP AREA\*\***

7 pm

KISS-100 Night

Free KISS-100 souvenirs to the first 100 spectators

KISS-100 to host a promotion in between matches

KISS to use practice court for Return of Serve contest 6:00 pm

Breyers Night

Breyers Fast Serve contest on practice court at 6:30

Breyers Return the Serve contest to be held at approx. 7 pm

**\*\*BREYERS PARTY IN VIP AREA\*\***

**\*\*KISS 100 PARTY IN KISS TENT\*\***

**\*\*INFINITI PARTY \*\***

**\*\*PHILIP MORRIS SALES FORCE PARTY\*\*\***

100 programs to VS - Debra Miller

2041002098

SUNDAY, NOVEMBER 17

God Bless America to be performed by Quarter Notes

Free admission to the Courtside Club/Eagles game for husbands of ticketholders

PRUDENTIAL BRUNCH FOR 50 GUESTS IN HOSPITALITY AREA

INFINITI BRUNCH IN HOSPITALITY AREA

2041002099

INFINITI Division  
18701 South Figueroa Street  
Carson, California 90248 4504  
Telephone 213 532 3111  
PO Box 47038  
Gardena, California 90247 7638



I N F I N I T I .

N E W S

For Immediate Release

INFINITI ANNOUNCES "COMMITMENT TO EXCELLENCE AWARD"  
TO BENEFIT THE WOMEN'S SPORTS FOUNDATION

PHILADELPHIA (November 11) -- When Monica Seles, Gabriela Sabatini, Jennifer Capriati and other world class tennis players take to the court for this week's Virginia Slims of Philadelphia, they'll be vying for more than the tournament championship.

Every serve, volley and backhand will go towards providing girls and women across the United States with an opportunity to fulfill their athletic potential through "The Infiniti Award: A Commitment To Excellence". Infiniti, the luxury car Division of Nissan Motor Corp., in U.S.A., will donate \$1,000 in the award winner's name to the Women's Sports Foundation (WSF) Saturday at the Philadelphia Civic Center.

In addition, Infiniti will award a Tiffany Crystal to the player who best exemplifies performance, dedication to the game, sportsmanship, achievement, leadership and community service at each Infiniti-sponsored women's tennis tournament, beginning with this week's Virginia Slims of Philadelphia.

- more -

2041002100



"The Women's Sports Foundation has played an integral role in developing the talents of female athletes the last several years," said Ed Sherman, Infiniti's Eastern Region General Manager. "Infiniti is looking forward to helping the WSF continue their efforts."

The Women's Sports Foundation, established in 1974 by tennis great Billie Jean King, is a non-profit educational organization dedicated to promoting and enhancing the sports experience for all girls and women.

In addition to providing guidance and leadership, the WSF also awards training grants to aspiring champions. Previous grant recipients include 1990 World Figure Skating Champion Jill Trenary, 1991 World Figure Skating Champion Kristi Yamaguchi, and disabled Skiing World Champion Diana Golden.

"The Women's Sports Foundation is very happy to have Infiniti on board as a corporate sponsor," said executive director Deborah Anderson of the WSF. "Infiniti's contribution will help the efforts of young people around the country reach their athletic potential."

In addition to its sponsorship of women's tennis, Infiniti also serves as the U.S. Open's official car and sole sponsor of the Men's Singles Championships.

# # #

Contact: Greg Elliott, Infiniti Public Relations 213/719-3127  
David Barnas, Bob Thomas & Assoc.. 213/376-6978  
Kathryn Reith, Women's Sports Foundation 212/972-9170

11/91

2041002101

Brand

2041002102

## BRAND WRAP-UP

### Guidelines

#### Procedure:

- o Prepared and submitted by the Event Manager to the Group Manager following each event.
- o The Group Manager reviews and forwards to Director.
- o The Director must approve before it is distributed.

**Purpose:** A follow up of the marketing plan. Take objectives and describe how they were (or were not) met. Be specific.

#### Components:

- o Name of event.
- o Brand.
- o Date.
- o Location.
- o Event overview.
- o Retail involvement/Account specific tie-in
  - o Promotion(s)
  - o Was it delivered on time?
  - o Success (why/why not)
  - o Field contact
- o Attendance and demographics.
  - o Attendance figures.
  - o Tie back to marketing plan objective.
  - o What were the demographics?
  - o Was the attendance the demographic profile the event was trying to reach?
  - o Percentage of smokers.
  - o How was the event for PR value? Number of impressions?
- o How many packs sold at the event, if applicable.
- o Merchandise sales, if applicable.
- o Name generation.
- o Competitive activities.
- o Checklist of signage.
- o Corporate Affairs involvement. Who attended?
- o Trade Relations involvement. Number of customers?
- o Outside agency involvement.
  - o Responsibilities.
  - o Performance.
- o Final budget for this event.
- o Recommendation for changes/improvements.

**Distribution:**

- o Group Manager
- o Director
- o Event Staff (after Director approval)
- o Brand (after Director approval)

2041002103

PHILIP MORRIS  
ANALYSIS FORMAT

OVERVIEW

A paragraph that tells the reader the purpose of the document. It should include a topic overview and your point of view (generally the overall conclusion) on the subject.

This opening section serves as an executive summary and provides perspective on the memo that follows.

BACKGROUND

Perspective on the subject with emphasis on historical aspects. What does the reader need to know to understand the analysis that follows?

CONCLUSIONS

Your interpretation of the facts. What are the implications of the data? List conclusions in bullet point form, in order of importance.

FINDINGS

The facts that support your conclusions. This is your rationale for the conclusions you have made. Try to include only those data necessary to make your point. Organize your data with appropriate subheadings.

INDICATED ACTION

What is being done or should be done given your interpretation of the data. (Be careful -- if this is a recommended course of action, then use the proposal format for your memo.)

SUPPORTING DATA

Attached exhibits relevant to the subject. Generally, these are the finding in more detail. The reader may want to review these, but should not have to refer to this section to understand and concur with your analysis.

2041002104

Status Reports

2041002105

# Status Reports

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## Procedures

- Weekly
  - Prepared by Program Managers and submitted to Group Managers.
  - Group Manager reviews and sends to Director.
- Management Highlights
  - Prepared by Director for Senior Management as needed.

2041002106

PHILIP MORRIS  
STATUS REPORT FORMAT

OVERVIEW

A one-page summary of key projects that require management attention. Start with the project title, then give a one-paragraph description of the project and issues that require attention. Include a clear statement of action required and next steps.

Example:

MARLBORO INDIANAPOLIS 500 POSTERS

Posters are to be given out as sweepstake prizes at Indy 500. Design requires Larry Wexler's approval by 9/15. Next steps: following approval 1000 posters will be printed and distributed.

\* \* \* \* \*

Balance of status report is a listing of projects organized by category. Each project should include:

- o Title
- o Brief description
- o Status
- o Next steps with key dates  
and responsible parties

Example attached.

2041002107

**TO:** Ina Broeman  
Edna Moore  
Steve Sampson

**DATE:** December 31, 1992

**FROM:** Deane Gross

**SUBJECT:** Status 12/21-12/31

### **Virginia Slims Shopping Fling**

- Negotiated with KWI for fee reduction of @\$3000 from final invoice.
- Spoke to Ken Nisch (JGA) to explain why we cut his fee. Sent letter and check. He took it well and has not responded yet as to whether or not he accepts it.
- Per my e-mail last week, Joan Zimmerman doesn't agree with our opinion on advertising dollars. Will have to discuss when Laura Campbell returns next week.
- WDS (warehouse) negotiations are on hold pending Frank Stuart's return from vacation.

### **Southern Women's Shows**

- Meeting on Tuesday, January 5 with Carl to present ideas.
- Forwarded files to Nancy.

### **Merit Bowling**

- Despite repeated reminders, we haven't received anything from Bob Ferrin re: incremental pack sales.
- Forwarded files to Vicki.

### **Van/SWAT**

- Met with Andy to get up to speed. Will prepare recommendation on how I see responsibilities should be divided.
- Met twice with PowerForce to hammer out details of contract and training.
- Finance in those meetings as well to ensure acceptable terms.
- Contacted Corporate Affairs to include training info for dealing with the public regarding tobacco issues. Also want to have 800 number available for consumers to call.
- Will need to travel to Raleigh and West Palm Beach January 14-15 to observe SWAT team and visit "mega-volume" outlets to gain understanding of retail environment.

### **Miscellaneous**

- Sent Claire's contract onto Steve for comments. Will initiate new contract pending comments.
- *Happy New Year!!!*

2041002108



MARLBORO "BLITZ MARKET" TEST

Program designed to increase Marlboro share of mind with high visibility events. Includes retail promotions, sampling and bar nights.

STATUS: Test program scheduled for Syracuse during September. All Materials have been stored in Syracuse warehouse.

NEXT STEPS: Sales meeting week of June 20 to be organized and run by Gregory Smith.

2041002109

**Performance  
Appraisal**

2041002110

## ***PM USA***

### ***MANAGEMENT COMPETENCY MODEL***

#### **BUSINESS INTEGRATION (BI)**

**Demonstrates an awareness of the company's business and the environment in which we operate.**

1. Understands business plans and objectives.
2. Stays abreast of emerging trends and external forces affecting the business.
3. Integrates department plans with company objectives.
4. Defines and articulates department roles and responsibilities in relationship to the larger organization.
5. Determines and communicates work priorities to staff, customers, and management.
6. Maintains focus on critical departmental goals.

#### **COMMUNICATION (C)**

**Communicates clearly, articulately and impactfully.**

1. Expresses ideas and gives direction to others clearly and succinctly.
2. Delivers effective presentations.
3. Persuades and sells concepts, programs and positions.
4. Responds convincingly to the objections of others.
5. Adjusts communication style to situation and audience.
6. Writes in an understandable, concise, and grammatically correct style.
7. Effectively summarizes complex information.
8. Actively listens.

#### **INITIATIVE (I)**

**Proactively works to improve the organization.**

1. Challenges the system; does not accept the status quo.
2. Pursues and takes action on opportunities for improvement.
3. Offers innovative ideas.
4. Takes sensible risks.
5. Overcomes bureaucratic obstacles.

#### **INTERPERSONAL ABILITY (IA)**

**Builds and maintains constructive relationships throughout the organization.**

1. Interacts with others in an open, honest and non-threatening manner.
2. Uses tact and remains objective.
3. Works with others in constructive partnerships to achieve team goals.
4. Reads and responds to verbal and non-verbal cues.
5. Demonstrates sensitivity to the needs of others.

#### **MANAGEMENT ACCOUNTABILITY (MA)**

**Demonstrates personal responsibility and accountability for decisions and business outcomes.**

1. Accepts responsibility for one's actions.
2. Demonstrates a sense of ownership for the goals and actions of the entire organization.
3. Supports decisions of management.
4. Makes prompt decisions within the scope of authority; does not push decisions to higher levels unnecessarily.
5. Promotes accountability in others.
6. Demonstrates fiduciary responsibility.

2041002111

### **ORGANIZATIONAL ASTUTENESS (OA)**

**Astutely uses knowledge of departmental and personal relationships to further business objectives**

1. Capitalizes on a network of positive working relationships.
2. Gathers and assimilates other's perspectives, agendas and ideas.
3. Uses knowledge of who has influence in the organization based on position, vested interest and connections to further objectives.
4. Supports the organization vertically by judiciously providing timely information.
5. Demonstrates an organizational perspective; uses knowledge of how different departments and levels interrelate to achieve objectives.
6. Negotiates when necessary to achieve objectives (win-win).

### **PERFORMANCE MANAGEMENT (PM)**

**Develops and maintains a high performance work team.**

1. Establishes clear expectations and deadlines.
2. Explains the purpose and rationale of assignments; shares relevant information.
3. Solicits input; acknowledges and credits the contributions of others.
4. Empowers subordinates by providing them authority and resources.
5. Follows up and provides specific and timely feedback.
6. Assesses and develops subordinates; uses creative methods to improve employee performance.
7. Tactfully and objectively confronts unacceptable performance.

### **RESOURCEFULNESS (R)**

**Develops creative, unique and optimal solutions that maximize organizational performance.**

1. Demonstrates a short learning curve; quickly assimilates and recalls large quantities of varied information.
2. Detects the important trends, problems and opportunities from complex information.
3. Identifies and weighs alternatives.
4. Asks incisive questions to help solve business problems.
5. Displays ingenuity to solve business problems when established practices are inadequate or not optimal.
6. Exercises sound judgment.

### **WORK ORIENTATION (WO)**

**Models company commitment, enthusiasm, versatility and high work standards.**

1. Makes personal sacrifices for the company's benefit.
2. Consistently exerts a high level of effort.
3. Demonstrates persistence and tenacity in pursuit of objectives.
4. Embraces change and demonstrates flexibility; supports new alternatives and solutions.
5. Challenges oneself; pursues continuous learning.
6. Adapts to high pressure and uncertain situations.

# PM USA

## ADMINISTRATIVE COMPETENCY MODEL

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### ACCOUNTABILITY (A)

Demonstrates personal responsibility for decisions, actions, and work outcomes.

---

1. Accepts responsibility for one's actions.
2. Makes prompt decisions within the scope of job; does not push decisions to higher levels unnecessarily.
3. Follows through; ensures assignments are completed.
4. Ensures that work performed and information provided is timely and accurate.
5. Handles confidential materials/information appropriately.
6. Prudently utilizes Company's resources.

---

### COMMUNICATION (C)

Communicates clearly, articulately, and impactfully.

---

1. Expresses oneself clearly and succinctly.
2. Adjusts communication style to situation and audience.
3. Writes in an understandable, concise, and grammatically correct style.
4. Proofs and edits written communications.
5. Actively listens.

---

### INITIATIVE (I)

Proactively works to improve effectiveness.

---

1. Questions established practices and management appropriately.
2. Pursues and takes action on opportunities for improvement.
3. Proactively offers opinions and innovative ideas.
4. Takes on responsibility and completes assignments without direction or supervision.
5. Shares knowledge, information, and expertise with others.
6. Overcomes bureaucratic obstacles.

---

### INTERPERSONAL ABILITY (IA)

Collaborates effectively with others.

---

1. Interacts with others in a courteous and helpful manner.
2. Uses tact.
3. Remains objective.
4. Works with others constructively to achieve goals.
5. Reads and responds to verbal and non-verbal cues.
6. Supports and participates in creating a team environment.
7. Builds and maintains constructive working relationships.
8. Demonstrates sensitivity to the needs, individuality, and diversity of others.

2041002113

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## **ORGANIZATIONAL ASTUTENESS (OA)**

**Constructively leverages departmental and personal relationships to enhance effectiveness.**

---

1. Capitalizes on a network of positive working relationships.
  2. Uses knowledge of who has information, answers, and influence in the organization to accomplish tasks.
  3. Uses knowledge of the roles and functions of different departments and how they interrelate.
- 

## **PLANNING and ORGANIZING (PO)**

**Plans, organizes, and prioritizes.**

---

1. Plans work activities.
  2. Prioritizes work activities.
  3. Develops contingency plans to ensure task completion.
  4. Maintains work materials in an organized, easily retrievable fashion.
  5. Manages work requests from multiple sources.
  6. Develops and uses work processes which ensure efficient work flow and task completion.
  7. Manages time effectively.
- 

## **RESOURCEFULNESS (R)**

**Analyzes problems and develops optimal solutions that maximize performance.**

---

1. Demonstrates a short learning curve; quickly comprehends and recalls information.
  2. Analyzes and interprets information thoroughly and accurately.
  3. Gathers necessary information to complete assignments.
  4. Identifies resources and alternatives.
  5. Develops creative solutions to work problems.
  6. Exercises sound judgment.
- 

## **WORK ORIENTATION (WO)**

**Models Company commitment, enthusiasm, versatility and high work standards.**

---

1. Willingly makes personal sacrifices for the Company when needed.
  2. Consistently exerts a high level of effort.
  3. Demonstrates persistence and tenacity in pursuit of objectives.
  4. Embraces change and demonstrates flexibility.
  5. Supports new alternatives and solutions.
  6. Challenges oneself; pursues continuous learning.
  7. Adapts to high pressure and uncertain situations.
  8. Maintains a positive and professional approach towards work and the organization.
- 

2041002114

# PM USA

## PROFESSIONAL COMPETENCY MODEL

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### ACCOUNTABILITY (A)

Demonstrates personal responsibility for decisions, actions, and work outcomes.

---

1. Accepts responsibility for one's actions.
2. Demonstrates ownership for the goals and actions of the work group.
3. Supports decisions of management.
4. Makes prompt decisions within the scope of authority; does not push decisions to higher levels unnecessarily.
5. Supports the efforts of others throughout the organization; does not undermine.
6. Follows through on work commitments.
7. Prudently utilizes Company resources.

---

### BUSINESS INTEGRATION (BI)

Demonstrates an awareness of the Company's business and the environment in which we operate.

---

1. Understands business plans and objectives.
2. Stays abreast of factors, trends, and forces that affect the business unit.
3. Integrates work plans with business unit objectives.
4. Understands the roles and functions of different departments and how they interrelate to achieve business objectives.
5. Maintains focus on critical assignments, objectives and goals.

---

### COMMUNICATION (C)

Communicates clearly, articulately, and impactfully.

---

1. Expresses ideas clearly and succinctly.
2. Delivers effective presentations.
3. Persuades and sells concepts, programs, and positions.
4. Responds convincingly to the objections of others.
5. Adjusts communication style to situation and audience.
6. Writes in an understandable, concise, and grammatically correct style.
7. Effectively summarizes complex information.
8. Actively listens.

---

### INITIATIVE (I)

Proactively works to improve departmental/organizational effectiveness.

---

1. Challenges management and the system appropriately; does not accept the status quo.
2. Pursues and takes action on opportunities for improvement.
3. Proactively offers opinions and innovative ideas.
4. Takes risks appropriately.
5. Shares knowledge and expertise with others.
6. Overcomes bureaucratic obstacles.

2041002115

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## **INTERPERSONAL ABILITY (IA)**

**Collaborates effectively with others.**

---

1. Interacts with others in an open, honest, and non-threatening manner.
  2. Uses tact.
  3. Remains objective.
  4. Works with others constructively to achieve team goals.
  5. Reads and responds to verbal and non-verbal cues.
  6. Gives and accepts constructive feedback.
  7. Builds and maintains positive working relationships.
  8. Constructively confronts and resolves conflict situations.
  9. Demonstrates sensitivity to the needs, individuality, and diversity of others.
- 

## **ORGANIZATIONAL ASTUTENESS (OA)**

**Constructively leverages departmental and personal relationships to further business objectives.**

---

1. Capitalizes on a network of positive working relationships.
  2. Conveys relevant information to the necessary people on a timely basis.
  3. Compromises when necessary to achieve win-win objectives.
- 

## **PLANNING and ORGANIZING (PO)**

**Plans, organizes, and prioritizes.**

---

1. Plans work activities to meet objectives.
  2. Prioritizes work activities.
  3. Develops contingency plans.
  4. Maintains work materials in an organized, easily retrievable fashion.
  5. Manages time effectively.
- 

## **RESOURCEFULNESS (R)**

**Analyzes problems and develops optimal and creative solutions that maximize performance.**

---

1. Demonstrates a short learning curve; quickly assimilates and recalls large quantities of varied information.
  2. Accurately analyzes and interprets information from varied sources.
  3. Detects important trends.
  4. Anticipates problems and opportunities.
  5. Accurately determines the root cause of problems.
  6. Identifies resources and alternatives.
  7. Develops creative solutions to business problems when established practices are inadequate or not optimal.
  8. Anticipates and evaluates the consequences of decisions.
  9. Exercises sound judgment.
- 

## **WORK ORIENTATION (WO)**

**Models Company commitment, enthusiasm, versatility, and high work standards.**

---

1. Willingly makes personal sacrifices for the Company when needed.
  2. Consistently exerts a high level of effort.
  3. Demonstrates persistence and tenacity in pursuit of objectives.
  4. Embraces change and demonstrates flexibility.
  5. Supports new alternatives and solutions.
  6. Challenges oneself; pursues continuous learning.
  7. Adapts to high pressure and uncertain situations.
  8. Maintains a positive and professional approach towards work and the organization.
- 

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# SUPERVISOR COMPETENCY MODEL

---

## BUSINESS INTEGRATION (BI)

**Demonstrates an awareness of the Company's business and the environment in which we operate.**

1. Understands business plans and objectives.
2. Stays abreast of factors, trends, and forces that affect the business unit.
3. Integrates work group plans with business unit objectives.
4. Understands the roles and functions of different departments and how they interrelate to achieve business objectives.
5. Maintains focus on critical assignments, objectives and goals.

---

## COMMUNICATION (C)

**Communicates clearly, articulately, and impactfully.**

1. Expresses ideas and gives direction to others clearly and succinctly.
2. Delivers effective presentations.
3. Persuades and sells concepts, programs, and positions.
4. Responds convincingly to the objections of others.
5. Adjusts communication style to situation and audience.
6. Writes in an understandable, concise, and grammatically correct style.
7. Actively listens.

---

## INITIATIVE (I)

**Proactively works to improve the organization.**

1. Challenges management and the system appropriately; does not accept the status quo.
2. Pursues and takes action on opportunities for improvement.
3. Proactively offers opinions and innovative ideas.
4. Takes risks appropriately.
5. Overcomes bureaucratic obstacles.

---

## INTERPERSONAL ABILITY (IA)

**Collaborates effectively with others.**

1. Interacts with others in an open, honest, and non-threatening manner.
2. Uses tact.
3. Remains objective.
4. Works with others constructively to achieve team goals.
5. Reads and responds to verbal and non-verbal cues.
6. Builds and maintains positive working relationships.
7. Constructively confronts and resolves conflict situations.
8. Demonstrates sensitivity to the needs, individuality, and diversity of others.

---

## MANAGEMENT ACCOUNTABILITY (MA)

**Demonstrates personal responsibility and accountability for decisions, actions, and business outcomes.**

1. Accepts responsibility for one's actions.
2. Demonstrates ownership for the goals and actions of the business unit.
3. Supports decisions of management.
4. Makes prompt decisions within the scope of authority; does not push decisions to higher levels unnecessarily.
5. Supports the efforts of others throughout the organization; does not undermine.
6. Follows through on work commitments.
7. Maintains appropriate employee and Company confidentiality.
8. Prudently manages and utilizes Company resources.

---

## **ORGANIZATIONAL ASTUTENESS (OA)**

**Constructively leverages departmental and personal relationships to further business objectives.**

---

1. Capitalizes on a network of positive working relationships.
  2. Conveys relevant information to the necessary people on a timely basis.
  3. Compromises when necessary to achieve win-win objectives.
- 

## **PERFORMANCE MANAGEMENT (PM)**

**Develops and maintains a high performance work team.**

---

1. Establishes clear expectations and deadlines.
  2. Explains the purpose and rationale of assignments; shares all available information.
  3. Solicits input from subordinates and/or team members.
  4. Acknowledges and credits the contributions of others.
  5. Empowers subordinates by providing them with authority and resources.
  6. Monitors and evaluates employee performance.
  7. Provides specific and timely feedback.
  8. Trains and develops employees.
  9. Promotes and supports employee self-development.
  10. Matches tasks and responsibilities to employee capabilities; fully utilizes employees.
  11. Demonstrates knowledge of employees' day-to-day job activities and challenges.
  12. Tactfully and objectively confronts unacceptable performance.
- 

## **PLANNING AND ORGANIZING (PO)**

**Plans, organizes, and prioritizes work activities of self and subordinates to achieve business unit objectives.**

---

1. Sets objectives for self and work group to support business unit goals.
  2. Plans work activities for self and work group to meet objectives.
  3. Prioritizes work activities for self and work group.
  4. Develops contingency plans.
  5. Manages time effectively.
- 

## **RESOURCEFULNESS (R)**

**Analyzes problems and develops optimal and creative solutions that maximize performance.**

---

1. Demonstrates a short learning curve; quickly assimilates and recalls large quantities of varied information.
  2. Accurately analyzes and interprets information from varied sources.
  3. Detects important trends.
  4. Anticipates problems and opportunities.
  5. Accurately determines the root cause of problems.
  6. Identifies resources and alternatives.
  7. Develops creative solutions to business problems when established practices are inadequate or not optimal.
  8. Anticipates and evaluates the consequences of decisions.
  9. Exercises sound judgment.
- 

## **WORK ORIENTATION (WO)**

**Models Company commitment, enthusiasm, versatility, and high work standards.**

---

1. Willingly makes personal sacrifices for the Company when needed.
2. Consistently exerts a high level of effort.
3. Demonstrates persistence and tenacity in pursuit of objectives.
4. Embraces change and demonstrates flexibility.
5. Supports new alternatives and solutions.
6. Challenges oneself; pursues continuous learning.
7. Adapts to high pressure and uncertain situations.
8. Maintains a positive and professional approach towards work and the organization.

2041002118

***PM USA's evolving Performance Management Process***

For the 1992-3 performance review, please incorporate continuous improvement and critical working relationships into your assessment of results achieved.

Employees in Grade 12 and above were educated on the management competencies during third and fourth quarters 1992. For these employees, please use the following questions and outline to give feedback about their competency development in the review. Consider all these factors in creating the developmental portion of the review

---

Name

---

Month/year

**MANAGEMENT COMPETENCIES**

Please discuss at least two competencies which contribute most to the positive results achieved

---

Please discuss at least two competencies where further development would contribute most to employee's effectiveness

---

2041002119

## Management Competencies

Please indicate below the level of development demonstrated by the individual.

	Highly Developed	Moderately Developed	Under Developed
Business Integration (BI)			
Communication (C)			
Initiative (I)			
Interpersonal Ability (IA)			
Management Accountability (MA)			
Organizational Astuteness (OA)			
Performance Management (PM)			
Resourcefulness (R)			
Work Orientation (WO)			

For questions about the Performance Management Process, please call:

Michael Fitzgibbon	x - 3088
Helen Halewski	x - 2916
Rosalie Lober	x - 2283

2041002120

## PERFORMANCE RATING DEFINITIONS

- 5 PERFORMANCE CONSISTENTLY SUPERIOR IN ALL CATEGORIES. This rating typically recognizes outstanding, consistent, across-the-board results, efforts and performance by an employee in all 5 of the critical categories of success.
- 4 PERFORMANCE IS CLEARLY COMMENDABLE IN ALL CATEGORIES. This rating typically recognizes contributors whose overall performance exceeds the norm most of the time in most categories, whose performance is above position requirements.
- 3 PERFORMANCE MEETS BUSINESS REQUIREMENTS. Performance makes a solid contribution: expected business results are achieved; the individual demonstrates solid performance against specified competencies and has expected skills in technical, working relationships and continuous improvement areas.
- 2 PERFORMANCE MEETS MOST POSITION REQUIREMENTS BUT NOT ALL. This rating recognizes an employee who has difficulty delivering expected results or whose performance in some categories is not up to expectations.
- 1 PERFORMANCE UNACCEPTABLE. Immediate and sustained improvement in most categories is required or termination will result.

2041002121

## 1993 COMMON REVIEW DATE ADMINISTRATION

### Promotions and Lateral Moves

- When an employee is promoted or makes a lateral move, they receive a pro-rated merit increase for the time since the last increase.
- Next review date will be the common review date and the merit increase will be prorated for the number of months since the promotion.

### New Hire

An employee new to Philip Morris will receive a prorated merit increase in March if it has been at least six months since they were hired.

### "Catch Up" Dates

For instances of employees hired or promoted just prior to the common review date, you may designate the employee "too new to rate". For example, if your employee was promoted in January and the common review date is March, you can assess the employee as "too new to rate" and the next review opportunity will be six months from the common review date (September).

### Leave of Absence

Employees are allowed a period of up to three months for an authorized leave of absence without affecting the next review cycle. Increases will be granted either on March 1 common review date if the LOA occurs at another time or the first of the month following the return date if March 1 falls during the LOA.

The prorated increase will be calculated as follows:

#### **LENGTH OF LEAVE CRD DOES NOT FALL DURING LEAVE**

#### **IMPACT ON MERIT INCREASE**

≤ 3 months	12/12 on CRD NRD: 12/12 on CRD
> 3 months but ≤ 4 months	11/12 on CRD NRD: 12/12 on CRD
> 4 months but ≤ 5 months	10/12 on CRD NRD: 12/12 on CRD

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**LENGTH OF LEAVE**  
**CRD FALLS DURING LEAVE**

$\leq$  3 months

> 3 months but  
 $\leq$  4 months

**IMPACT ON MERIT INCREASE**

12/12 upon return  
NRD: 12/12 on CRD

11/12 upon return  
NRD: 12/12 on CRD

2041002123

PHILIP MORRIS U.S.A.

INTER-OFFICE CORRESPONDENCE

120 PARK AVENUE, NEW YORK, N.Y. 10017-5592

CONFIDENTIAL

TO: Big Cheese  
FROM: Paula Stone *PSme*  
SUBJECT: January Salary Action - John H. Doe

DATE: November 6, 1991

Attached for your use is the Performance Appraisal and Salary Review Notice necessary to process an increase for your employee.

The New York Office is now using the attached reformatted Salary Review Notice to process salary increases. Sample completed forms are attached for use as guides. Please call if you have any questions in interpreting history information or in completing the form.

Please follow these steps when completing the paperwork:

- o Without communicating your proposed rating to the employee, complete the Performance Appraisal form.
- o If this rating is consistent with the projection used for merit budget planning, consult your merit budget sheets for the recommended increase amount.
- o If either your proposed rating or recommended increase amount differs from the merit budget, please call me. In such cases, the impact of the change(s) will need to be reviewed.
- o Once a performance rating and recommended increase amount have been determined, please complete and obtain all appropriate signatures on both forms and return them to Angela Parler, 120/13.
- o When the performance appraisal and a confirmation of the increase amount are returned to you, communicate both to the employee.

In order to insure timely processing, the approved and signed paperwork must be returned to me by December 14, 1991.

Thank you for your cooperation.

PS/amp  
Attachments  
cc: Head Honcho

2041002124





# PHILIP MORRIS

## NON-EXEMPT PERFORMANCE APPRAISAL

STRICTLY CONFIDENTIAL

Name of Employee: _____	Date of Entry to Position: _____
Position Title: _____	Date of Last Review: _____
Department: _____	From: _____ To: _____
Operating Company: _____	Period Covered by This Appraisal
Location: _____	Date: _____

## GENERAL INSTRUCTIONS

Please use this form to review and rate the employee's performance for the appraisal period indicated. Sections I and III should be completed for all employees. Please complete the appropriate part(s) of Section II depending on the position under review.

### SECTION I: WORK REQUIREMENTS

For each element below, indicate the level that best describes the related performance. Ratings should be explained and examples cited.

Explanation and Examples

5 4 3 2 1

☐ ☐ ☐ ☐ ☐ A. Quality of work:  
accuracy and thoroughness.

☐ ☐ ☐ ☐ ☐ B. Quantity of work:  
volume of work produced.

☐ ☐ ☐ ☐ ☐ C. Meeting deadlines.

☐ ☐ ☐ ☐ ☐ D. Implementing instructions  
efficiently and effectively.

☐ ☐ ☐ ☐ ☐ E. Decision making:  
use of proper judgement.

☐ ☐ ☐ ☐ ☐ F. Interpersonal relations:  
maintains positive working  
relationships with others.

☐ ☐ ☐ ☐ ☐ G. Assuming additional duties/  
assisting others.

### SECTION II: ADDITIONAL PERFORMANCE RESPONSIBILITIES

Please complete part A, B or both, depending upon which is most appropriate for the position under review.

A. For the elements listed below, please indicate the level that best describes the related performance. Check "Not Applicable" for any item not required for the position under review. Ratings should be explained as in Section I.

Explanation and Examples

5 4 3 2 1 NA

☐ ☐ ☐ ☐ ☐ ☐ 1. Attendance.

# of days absent (incl. excused days) \_\_\_\_\_

# of incidents \_\_\_\_\_

☐ ☐ ☐ ☐ ☐ ☐ 2. Punctuality.

# of days late \_\_\_\_\_

☐ ☐ ☐ ☐ ☐ ☐ 3. Availability at work station  
and readiness for work.

☐ ☐ ☐ ☐ ☐ ☐ 4. Effective use of telephone.

☐ ☐ ☐ ☐ ☐ ☐ 5. Receiving and relaying messages,  
instructions and information effectively.

☐ ☐ ☐ ☐ ☐ ☐ 6. Word Processing/Typing.

☐ ☐ ☐ ☐ ☐ ☐ 7. Stenography.

☐ ☐ ☐ ☐ ☐ ☐ 8. Mathematical Ability.

☐ ☐ ☐ ☐ ☐ ☐ 9. Writing Ability.

☐ ☐ ☐ ☐ ☐ ☐ 10. Data Processing Skills.

☐ ☐ ☐ ☐ ☐ ☐ 11. Other (specify).

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- B. Use this section to rate the employee against responsibilities or objectives not covered in the previous sections. Please list the most important responsibilities or objectives of the position in order of priority, describe the accomplishments, and evaluate how effectively the individual has performed. Use a separate sheet of paper or copy of this page to list and rate performance when more than two key responsibilities/objectives exist.

5 4 3 2 1  
☐ ☐ ☐ ☐ ☐

1. Responsibility/Objective: \_\_\_\_\_

Accomplishments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

☐ ☐ ☐ ☐ ☐

2. Responsibility/Objective \_\_\_\_\_

Accomplishments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

### SECTION III: SUMMARY OF JOB PERFORMANCE

- A. Please indicate any notable contribution which the employee has made to the department or division.

\_\_\_\_\_  
\_\_\_\_\_

- B. Indicate improvements required of the employee to enhance performance in the current position.

\_\_\_\_\_  
\_\_\_\_\_

- C. Indicate action plans, work assignments or special training needed to assist the employee in preparing for future assignments.

\_\_\_\_\_  
\_\_\_\_\_

### SECTION IV: OVERALL PERFORMANCE APPRAISAL RATING

Select the Performance Rating which most accurately reflects the information given in the previous sections.

	Rating	
Significantly Exceeds Position Standards	5	<input type="checkbox"/>
Occasionally Exceeds Position Standards	4	<input type="checkbox"/>
Meets Position Standards	3	<input type="checkbox"/>
Needs Improvement to Meet Position Standards	2	<input type="checkbox"/>
Fails to Meet Position Standards	1	<input type="checkbox"/>

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## SECTION V: SIGNATURES

Appraised By: \_\_\_\_\_ Date: \_\_\_\_\_

Approved By: \_\_\_\_\_ Date: \_\_\_\_\_

## FOR EMPLOYEE BEING APPRAISED

I have read this performance appraisal and reviewed it with my supervisor(s).

Signature of Employee: \_\_\_\_\_ Date: \_\_\_\_\_

Employee Comments (if desired): \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

## PERFORMANCE RATING DEFINITIONS

<b>SIGNIFICANTLY EXCEEDS POSITION STANDARDS</b> (Reserved for a select group of <i>exceptional</i> performers)	<b>Rating</b> <b>5</b>
<b>OCCASIONALLY EXCEEDS POSITION STANDARDS</b> (Designates those employees who <i>always meet</i> and, at times, <i>perform above</i> position requirements)	<b>4</b>
<b>MEETS POSITION STANDARDS</b> (Designates employees who perform <i>quality</i> work, <i>meeting all</i> position requirements) .....	<b>3</b>
<b>MEETS MOST POSITION STANDARDS</b> (Designates employees who meet <i>most</i> position requirements but need improvement in some areas)	<b>2</b>
<b>FAILS TO MEET POSITION STANDARDS</b> (Designates employees who <i>do not meet</i> position requirements)	<b>1</b>

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# PHILIP MORRIS

## EXEMPT PERFORMANCE APPRAISAL AND DEVELOPMENT PLAN

STRICTLY CONFIDENTIAL

Name of Employee	_____
Position Title	_____
Department	_____
Operating Unit	_____
Location: _____	_____

## SECTION I: PERFORMANCE RESPONSIBILITIES

Appraising an individual's performance involves evaluating how well the individual carried out his/her responsibilities as stated in the position description or against formally stated and agreed to objectives. Please list, in order of priority, the most important responsibilities or objectives of the position, describe the accomplishments, and evaluate how effectively the individual has performed. You may use a sheet of paper or copy of this page to list and rate performance when more than four responsibilities/objectives exist. Please refer to your "Manager's Guide to Performance Appraisal and Development Plan" for guidance.

5 4 3 2 1

☐ ☐ ☐ ☐ ☐ A. Responsibility/Objective: \_\_\_\_\_

Accomplishments: \_\_\_\_\_

☐ ☐ ☐ ☐ ☐ B. Responsibility/Objective: \_\_\_\_\_

Accomplishments: \_\_\_\_\_

☐ ☐ ☐ ☐ ☐ C. Responsibility/Objective: \_\_\_\_\_

Accomplishments: \_\_\_\_\_

☐ ☐ ☐ ☐ ☐ D. Responsibility/Objective: \_\_\_\_\_

Accomplishments: \_\_\_\_\_

## SECTION II: AFFIRMATIVE ACTION OBJECTIVES

To be completed for those employees with management responsibility for hiring, training, developing and promoting subordinates.

5 4 3 2 1

☐ ☐ ☐ ☐ ☐ A. Considering the opportunities for placements resulting from hires, promotions and transfers, is it possible to evaluate this employee in terms of minority and female placements?

If yes, please identify and comment upon achievements.

If no, please explain why not possible.

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

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5 4 3 2 1  
☐ ☐ ☐ ☐ ☐

B. Is it possible to evaluate this employee in terms of affirmative action activity affecting his/her subordinates, such as special work assignments or developmental training, and/or participation in external educational programs?

If yes, please identify and comment upon achievements.  
 If no, please explain why not possible.

---

---

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Select the Performance Rating which most accurately reflects the information given in Sections I and II. Consideration should be given to meeting performance responsibilities and objectives, as well as to meeting department and company Affirmative Action goals for the position. Please refer to your "Manager's Guide to Performance Appraisal and Development Plan" for guidance.

	Rating	
Significantly Exceeds Position Standards	5	<input type="checkbox"/>
Occasionally Exceeds Position Standards	4	<input type="checkbox"/>
Meets Position Standards	3	<input type="checkbox"/>
Needs Improvement to Meet Position Standards	2	<input type="checkbox"/>
Fails to Meet Position Standards	1	<input type="checkbox"/>

#### SECTION IV: DEVELOPMENT PLAN

Indicate key action plans, work assignments, or specific training and/or development which have been discussed and agreed upon as needed to assist this individual in meeting his or her position responsibilities, as well as to prepare for future assignments. These plans should be completed prior to the next performance appraisal. Please refer to your "Manager's Guide to Performance Appraisal and Development Plan" for guidance.

A. Development Need and Plan: \_\_\_\_\_

---

---

B. Development Need and Plan: \_\_\_\_\_

---

---

C. Development Need and Plan: \_\_\_\_\_

---

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## SECTION V: SIGNATURES

Appraised by: \_\_\_\_\_ Date: \_\_\_\_\_

Approved by: \_\_\_\_\_ Date: \_\_\_\_\_

### FOR EMPLOYEE BEING APPRAISED

I have read this performance appraisal and reviewed it with my supervisor(s).

Signature of Employee: \_\_\_\_\_ Date: \_\_\_\_\_

Employee Comments (if desired): \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

### PERFORMANCE RATING DEFINITIONS

<b>SIGNIFICANTLY EXCEEDS POSITION STANDARDS</b> (Reserved for a select group of <i>exceptional</i> performers)	Rating 5
<b>OCCASIONALLY EXCEEDS POSITION STANDARDS</b> (Designates those employees who <i>always meet</i> and, at times, <i>perform above</i> position requirements)	4
<b>MEETS POSITION STANDARDS</b> (Designates employees who perform <i>quality work</i> , <i>meeting all</i> position requirements) .....	3
<b>MEETS MOST POSITION STANDARDS</b> (Designates employees who meet <i>most</i> position requirements but need improvement in some areas)	2
<b>FAILS TO MEET POSITION STANDARDS</b> (Designates employees who <i>do not meet</i> position requirements)	1

2041002132





# PHILIP MORRIS

## EXEMPT PERFORMANCE APPRAISAL AND DEVELOPMENT PLAN

STRICTLY CONFIDENTIAL

Name of Employee:	<u>John H. Doe</u>	Date of Entry to Position:	_____
Position Title:	<u>Systems Analyst</u>	Date of Last Review:	<u>1/01/91</u>
Department:	<u>IS Systems Design &amp; Dev</u>	From:	<u>1/01/91</u>
		To:	<u>1/01/92</u>
		Period Covered by This Appraisal	
Operating Company:	<u>PM USA</u>		
Location:	<u>New York Office</u>	Date:	_____

## SECTION I: PERFORMANCE RESPONSIBILITIES

Appraising an individual's performance involves evaluating how well the individual carried out his/her responsibilities as stated in the position description or against formally stated and agreed to objectives. Please list, in order of priority, the most important responsibilities or objectives of the position, describe the accomplishments, and evaluate how effectively the individual has performed. You may use a sheet of paper or copy of this page to list and rate performance when more than four responsibilities/objectives exist. Please refer to your "Manager's Guide to Performance Appraisal and Development Plan" for guidance.

5 4 3 2 1

☐ ☐ ☐ ☐ ☐ A. Responsibility/Objective: \_\_\_\_\_

Accomplishments: \_\_\_\_\_

☐ ☐ ☐ ☐ ☐ B. Responsibility/Objective: \_\_\_\_\_

Accomplishments: \_\_\_\_\_

☐ ☐ ☐ ☐ ☐ C. Responsibility/Objective: \_\_\_\_\_

Accomplishments: \_\_\_\_\_

☐ ☐ ☐ ☐ ☐ D. Responsibility/Objective: \_\_\_\_\_

Accomplishments: \_\_\_\_\_

## SECTION II: AFFIRMATIVE ACTION OBJECTIVES

To be completed for those employees with management responsibility for hiring, training, developing and promoting subordinates.

5 4 3 2 1

☐ ☐ ☐ ☐ ☐ A. Considering the opportunities for placements resulting from hires, promotions and transfers, is it possible to evaluate this employee in terms of minority and female placements?

If yes, please identify and comment upon achievements.

If no, please explain why not possible.

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

2041002134

JOHN H. DOE  
SYSTEMS ANALYST

PHILIP MORRIS  
EXEMPT PERFORMANCE APPRAISAL AND DEVELOPMENT PLAN

SECTION I: PERFORMANCE RESPONSIBILITIES

- A. John is responsible for the Human Resources area in general, and the project to upgrade their processor. John has developed a working relationship with a demanding user, while balancing the user's business needs with Information Services requirements. The processor upgrade project involved evaluation of hardware alternatives, both for Computer Technology and an outside software vendor. John performed well in establishing the technical constraints while communicating these issues to the users.

RATING:

- Meets position standards

- B. John carried this project from its initial concept thru installation and user acceptance. He worked closely with the user in defining and providing scope to the business problem. John applied a considerable amount of the design principles he learned from Penetration Analysis, reapplying them to this application. He also had to learn and apply the use of local ORACLE within the application. After the application was designed, he managed contract resources in the development of the application code. He was able to develop a comprehensive work plan and detail specifications from which a contract programmer could code the application. John assumed a liaison role with the end user and programmer, in order to ensure that the application met its defined objectives.

While the initial objectives were satisfied, the user has requested expansion of the application in order to accommodate various cuts of the data.

RATING:

- Occasionally exceeds position requirements

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## SECTION II: AFFIRMATIVE ACTION OBJECTIVES

- A. John actively supports minority and female employees, as evidenced by his recent grade level promotion of his assistant.
- B. John is supportive of educational development and training among his staff, as evidenced by encouraging and assisting one of his minority employees to attend graduate programs.

## SECTION III: OVERALL PERFORMANCE APPRAISAL RATING

RATING 4: OCCASIONALLY EXCEEDS POSITION STANDARDS

## SECTION IV: DEVELOPMENT PLAN

- A. Continue John's involvement with managing the project in order to provide him with experience of project management and IS methodology. Also, provide additional opportunities for John to direct the development and implementation of projects.
- B. Provide a training experience that focuses on writing and presentation techniques.
- C. Enroll John in a course dealing with working effectively with end-user groups, and also a project management course.

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5 4 3 2 1  
☐ ☐ ☐ ☐ ☐

B. Is it possible to evaluate this employee in terms of affirmative action activity affecting his/her subordinates, such as special work assignments or developmental training, and/or participation in external educational programs?

If yes, please identify and comment upon achievements.  
 If no, please explain why not possible.

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### SECTION III: OVERALL PERFORMANCE APPRAISAL RATING

Select the Performance Rating which most accurately reflects the information given in Sections I and II. Consideration should be given to meeting performance responsibilities and objectives, as well as to meeting department and company Affirmative Action goals for the position. Please refer to your "Manager's Guide to Performance Appraisal and Development Plan" for guidance.

	Rating	
Significantly Exceeds Position Standards	5	<input type="checkbox"/>
Occasionally Exceeds Position Standards	4	<input type="checkbox"/>
Meets Position Standards	3	<input type="checkbox"/>
Needs Improvement to Meet Position Standards	2	<input type="checkbox"/>
Fails to Meet Position Standards	1	<input type="checkbox"/>

### SECTION IV: DEVELOPMENT PLAN

Indicate key action plans, work assignments, or specific training and/or development which have been discussed and agreed upon as needed to assist this individual in meeting his or her position responsibilities, as well as to prepare for future assignments. These plans should be completed prior to the next performance appraisal. Please refer to your "Manager's Guide to Performance Appraisal and Development Plan" for guidance.

A. Development Need and Plan: \_\_\_\_\_

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B. Development Need and Plan: \_\_\_\_\_

---



---

C. Development Need and Plan: \_\_\_\_\_

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## SECTION V: SIGNATURES

Appraised by: \_\_\_\_\_ Date: \_\_\_\_\_

Approved by: \_\_\_\_\_ Date: \_\_\_\_\_

### FOR EMPLOYEE BEING APPRAISED

I have read this performance appraisal and reviewed it with my supervisor(s).

Signature of Employee: \_\_\_\_\_ Date: \_\_\_\_\_

Employee Comments (if desired): \_\_\_\_\_

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---

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### PERFORMANCE RATING DEFINITIONS

<b>SIGNIFICANTLY EXCEEDS POSITION STANDARDS</b> (Reserved for a select group of <i>exceptional</i> performers)	Rating 5
<b>OCCASIONALLY EXCEEDS POSITION STANDARDS</b> (Designates those employees who <i>always meet</i> and, at times, <i>perform above</i> position requirements)	4
<b>MEETS POSITION STANDARDS</b> (Designates employees who perform <i>quality</i> work, <i>meeting all</i> position requirements) .....	3
<b>NEEDS IMPROVEMENT TO MEET POSITION STANDARDS</b> (Designates employees who meet <i>many but not all</i> position requirements)	2
<b>FAILS TO MEET POSITION STANDARDS</b> (Designates employees who <i>do not meet</i> position requirements)	1

2041002138

PHILIP MORRIS U.S.A.

INTER-OFFICE CORRESPONDENCE

120 PARK AVENUE, NEW YORK, N.Y. 10017-5592

CONFIDENTIAL

TO: Big Cheese  
FROM: Paula Stone  
SUBJECT: Salary Action - John H. Doe

DATE: November 6, 1991

This is to confirm the following salary action:

<u>Type</u>	<u>INCREASE</u>		<u>New Salary</u>	<u>Effective Date</u>	<u>Retroactive</u>
	<u>%</u>	<u>Amount</u>			
Merit	6.0%	\$1,800	\$31,800	1/01/91	NO

Mr. Doe will receive this increase in his payroll check of January.

I have enclosed a copy of the Salary Review Notice and the employee's completed Performance Appraisal.

Once the appraisal has been communicated and the employee's signature has been obtained, please return the PA jacket to Angela Parler, 120/13.

Thank you for your cooperation.

PS/amp  
Attachments

2041002139



# SALARY REVIEW NOTICE

JOHN H. DOE  
EMPLOYEE

LOCATION - PAYROLL

CURRENT STATUS: Accounting Code: 3-060-130

COST CENTER/TERR. NO.: G205 IS Systems Design & Dev. SOCIAL SECURITY NO.: 123-45-6789  
JOB CODE/JOB TITLE : C7001 Systems Analyst DATE IN JOB: 11/01/89

CURRENT EARNINGS DATA: Minimum Mid Third Midpoint Upper Third Maximum  
SALARY GRADE RANGE TYPE

06 E Third 26,800 31,700 34,200 36,700 41,600  
SALARY REVIEW DATE ANNUAL SALARY RANGE POSITION  
11/01/91 30,000 Lower Third

## SALARY/PERFORMANCE HISTORY:

## LUMP SUM HISTORY:

DATE	PERFORMANCE RATING	ANNUAL SALARY	ANNUAL INCREASE	PERCENT	TYPE	DATE	LUMP SUM	TYPE
11/01/90	3	30,000	1,600	5.6	M			
11/01/89	4	28,400	3,000	11.8	Q			
07/01/89	3	25,400	1,300	5.4	M			
07/01/88		24,100			E			

## RECOMMENDED SALARY CHANGE:

NEW ANNUAL SALARY

AMOUNT

PERCENT

CHANGE REASON

CHANGE REASON CODES:

34,200

TOTAL INCREASE:

4,200

14.0

\* Q

PERFORMANCE RATING

COMPONENT 1

1,800

6.0

M

4

EFFECTIVE DATE

COMPONENT 2

2,400

8.0

P

11/01/91

COMPONENT 3

NEXT REVIEW DATE

11/01/91

\* MUST BE "Q" REASON CODE WHEN COMPONENTS ENTERED

M = MERIT  
P = PROMOTION  
I = STEP INCREASE  
B = BELOW MINIMUM  
D = DECREASE  
C = EQUITY  
H = HOURLY TO  
SALARIED  
L = OTHER  
V = PRORATED MERIT  
Q = COMBINATION  
TOTAL

## LUMP SUM:

EFFECTIVE DATE

MERIT LUMP SUM

RANGE MAXIMUM

OTHER (COMPENSATION USE ONLY)

REASON

## CHANGE OF STATUS: COMPLETE APPLICABLE CHANGES ONLY

NEW JOB TITLE

NEW JOB CODE

NEW GRADE

EFFECTIVE DATE

REASON

07

11/01/91

☒ PROMOTION

☐ DOWNGRADE

☐ LATERAL

☐ RECLASSIFICATION

NEW COST CENTER  
(4 POSITIONS)

TERR. NO.  
(6 POSITIONS)

SHIFT  
(0-3)

COST CENTER NAME

EFFECTIVE DATE

REASON

☐ LOCATION  
(COST CTR./TERR. NO.)

☐ SHIFT ONLY

☐ TERRITORY REDEPLOYMENT

APPROVALS:



WITHIN POLICY



EXCEPTION

STEP 1

STEP 3

STEP 2

STEP 4

COMPENSATION/ERO

2041002140



## **1993 SALARY ADMINISTRATION PROGRAM OBJECTIVES**

- MAINTAIN POLICY OF POSITIONING OURSELVES AT THE 75TH PERCENTILE OF A GROUP OF NATIONAL, PREMIER COMPANIES.
- ENSURE THAT WE CONTINUE TO ATTRACT, RETAIN, AND MOTIVATE QUALITY EMPLOYEES.
- MONITOR OUR COMPETITIVE POSITION ON A NATIONAL SCALE AS WELL AS IN THE NEW YORK METRO AREA.
- ESTABLISH A STRONGER LINK BETWEEN INDIVIDUAL PERFORMANCE AND BUSINESS RESULTS.

January 12, 1993

2041002141

## **1993 MERIT BUDGET**

- ANALYZED SURVEY DATA PREPARED BY HAY AND HEWITT.
- REVIEWED PROJECTIONS FROM OTHER SURVEYS AND CONSULTING GROUPS.
- SURVEYED 18 COMPANIES IN THE NEW YORK METRO AREA.

## ***PREMIER COMPANIES***

### ***HAY SURVEY***

AMERICAN EXPRESS  
AT & T  
BANKERS TRUST  
CITIBANK  
CONAGRA  
EASTMAN KODAK  
GENERAL ELECTRIC  
GENERAL MILLS  
GTE

HEINZ  
HONEYWELL  
INTERNATIONAL PAPER  
KELLOGG  
KIMBERLY CLARK  
MERCK  
PEPSICO  
QUAKER OATS  
SARA LEE

## PEER GROUP SAMPLE

### HEWITT SURVEY

AMERICAN BRANDS  
AMERICAN EXPRESS  
AMERICAN HOME PRODUCTS  
ANHEUSER - BUSCH  
BRISTOL - MYERS SQUIBB  
CPC INTERNATIONAL  
CITICORP  
COCA-COLA  
GENERAL ELECTRIC  
GENERAL MILLS

HEINZ  
IBM  
JOHNSON & JOHNSON  
MERCK  
PEPSICO  
PFIZER  
PROCTOR & GAMBLE  
RJR NABISCO  
RALSTON PURINA  
SARA LEE

## 1993 MERIT INCREASE BUDGET

- EXEMPT AND NON-EXEMPT: 5.0%

Survey Average = 4.8%; range from 4.5% - 5.4%

January 11, 1993

2041002145

## **1993 SALARY STRUCTURE**

- EXEMPT: 3.6% AVERAGE ADJUSTMENT
- NON-EXEMPT: 3.5% AVERAGE ADJUSTMENT
- MAINTAINS FAVORABLE MARKET POSITION

## 1993 TOTAL COMPENSATION

- EXEMPT AND NON-EXEMPT BASE SALARIES ARE AT THE 75TH PERCENTILE.
- EXEMPT AND NON-EXEMPT TOTAL COMPENSATION IS AT THE 90TH PERCENTILE.
- TOTAL COMPENSATION INCLUDES:
  - \* Base Salary
  - \* Benefits - DPS, Medical, Dental, Retirement, etc.
  - \* Other cash and non-cash reward programs -  
Incentive Compensation, Recognition Award Program

## **1993 MERIT BUDGET PROCESS**

### **COMMON REVIEW DATE**

- **OBJECTIVE:** CONDUCT PERFORMANCE REVIEWS FOR ALL EMPLOYEES AT THE SAME TIME.
- LINK BUSINESS RESULTS AND DEPARTMENT GOALS TO INDIVIDUAL PERFORMANCE.
- ALLOWS MANAGEMENT TO WEIGH INDIVIDUAL CONTRIBUTIONS USING A COMMON YARDSTICK.
- ALLOWS FOR BETTER PAY FOR PERFORMANCE DECISIONS WHEN THE BUDGET IS ALLOCATED AT ONE TIME.



**1993 MERIT BUDGET PROCESS**  
**COMMON REVIEW DATE PROCEDURES**

- DEPARTMENT FORECAST RATINGS AND LOW, MIDDLE, HIGH MERIT -- JANUARY AND FEBRUARY INCREASE WILL NOT BE PROCESSED UNTIL ALL RATINGS ARE DETERMINED.
- RATINGS WILL BE REVIEWED BY DEPARTMENT HEAD TO ENSURE MEETING DISTRIBUTION TARGET FOR NON-EXEMPT, EXEMPT THROUGH GRADE 11, AND EXEMPT 12 AND ABOVE. ANNUALIZED YIELD MUST ALSO BE MET.
- DEPARTMENT INCREASES WILL BE PROCESSED AS A COMPLETE SET ON COMMON REVIEW DATE.

# PM USA NYO PROPOSED MERIT GUIDELINES FOR 1993

RATING		LOWER THIRD	MIDDLE THIRD	UPPER THIRD
5		TARGET = 9.0% 8.0 - 11.0%	TARGET = 8.0% 7.0 - 10.0%	TARGET = 7.0% 6.0 - 9.0%
4		TARGET = 6.0% 5.0 - 8.0%	TARGET = 5.0% 4.0 - 7.0%	TARGET = 4.5% 3.0 - 6.0%
3		TARGET = 4.5% 3.0 - 6.0%	TARGET = 4.0% 3.0 - 5.0%	TARGET = 3.0% 3.0 - 4.0%
2		MEETS MOST POSITION STANDARDS BUT NEEDS IMPROVEMENT IN SOME AREAS. MAY PROVIDE UP TO A 3% MERIT INCREASE.		
1		FAILS TO MEET POSITION STANDARDS. WILL NOT RECEIVE INCREASE UNTIL PERFORMANCE IMPROVES.		

2041002150

ATTACHMENT A

**PROPOSED JANUARY 1, 1993  
PHILIP MORRIS EXEMPT SALARY STRUCTURE  
(NEW YORK AND RYE BROOK OFFICES)**

<b>SALARY GRADE</b>	<b>MINIMUM</b>	<b>TOP OF LOWER THIRD</b>	<b>MIDPOINT</b>	<b>TOP OF MIDDLE THIRD</b>	<b>MAXIMUM</b>	<b>% MIDPOINT DIFFERENCE</b>	<b>% INCREASE</b>
17	104.9	124.2	133.8	143.4	162.7	13.1	4.5
16	92.8	109.8	118.3	126.8	143.8	13.1	4.4
15	82.0	97.1	104.6	112.1	127.2	13.5	4.4
14	72.3	85.5	92.2	98.8	112.1	13.1	3.9
13	63.9	75.6	81.5	87.4	99.1	13.0	3.8
12	56.5	66.9	72.1	77.3	87.7	12.7	3.0
11	50.2	59.4	64.0	68.6	77.8	12.3	2.9
10	44.7	52.9	57.0	61.1	69.3	12.4	2.9
9	39.8	47.1	50.7	54.3	61.6	12.4	2.6
8	35.4	41.9	45.1	48.3	54.8	12.5	2.5
7	31.5	37.2	40.1	43.0	48.7	12.6	2.3
6	27.9	33.0	35.6	38.2	43.3	12.3	2.3
5	24.9	29.4	31.7	34.0	38.5	--	2.3

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ATTACHMENT B

**JANUARY 1, 1993**  
**PHILIP MORRIS NON-EXEMPT SALARY STRUCTURE**

<b>SALARY GRADE</b>	<b>MINIMUM</b>	<b>TOP OF LOWER THIRD</b>	<b>MIDPOINT</b>	<b>TOP OF MIDDLE THIRD</b>	<b>MAXIMUM</b>	<b>% MIDPOINT DIFFERENCE</b>	<b>% INCREASE FROM 1992</b>
12	\$35.1	\$41.0	\$43.9	\$46.9	\$52.7		3.5%
11	31.8	37.1	39.8	42.5	47.8	10.3%	3.4%
10	29.0	33.8	36.2	38.6	43.4	9.9%	3.4%
9	26.3	30.7	32.9	35.1	39.5	10.0%	3.5%
8	23.9	27.9	29.9	31.9	35.9	10.0%	3.5%
7	21.8	25.4	27.2	29.0	32.6	9.9%	3.8%
6	19.8	23.1	24.7	26.3	29.6	10.1%	3.8%

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ATTACHMENT C

January 11, 1993

10

# OF GRADES PROMOTED	INCREASE OPPORTUNITY
1	6 - 9%
2	9 - 12%
3+	12 - 15%

1993 PROMOTIONAL INCREASE GUIDELINES  
ALL GRADES

## 1993 SALARY ADMINISTRATION PROGRAM

- CONTINUE RANGE MAXIMUM LUMP SUM FOR TOP RATED EMPLOYEES. ONLY A VERY FEW EMPLOYEES HAVE BEEN AFFECTED.
- CONTINUE SALARY INCREASES FOR "MOSTLY SATISFACTORY" PERFORMANCE. REMINDER -- TWO CONSECUTIVE "2" RATINGS = "1"

**Meetings**

2041002155

Virginia Slims Tennis Staff Meeting

February 4, 1993

AGENDA

- I. **Order Lunch**
- II. **Housekeeping**
  - A. Expenses
  - B. Status Reports
  - C. New forms for department
  - D. Business Cards
  - E. Media Guide Photos (1994)
  - F. Wrap-ups
- III. **PR**
  - A. Media Days
  - B. Cohn & Wolfe
- IV. **Travel**
  - A. Vacation & Travel Schedules
  - B. Mileage Allowance
  - C. Airline Tickets
  - D. Car Rental
- V. **Photography**
  - A. Source: VST
  - B. Files in NY office - dupes
  - C. Quicker turnaround
  - D. Film company agreement
  - E. Rush Charges
- VI. **Newport July 8-11**
- VII. **US Open**
  - A. Tickets Only
- VIII. **Materials**
  - A. Player Gifts
  - B. Media Gifts
- IX. **Corporate/Government Affairs Events**
- X. **Named Events**
  - A. Schedule
  - B. On-site responsibilities
  - C. Ticket Requests
  - D. Hotel Reservations
  - E. Transportation

2041002156



- XI. **VS Championships**
- A. Player Concierge
  - B. Info Book
  - C. Player Gift - MM
  - D. Bag - MM
  - E. Ticket Incentive
    - Keychain? Enamel?
  - F. Beauty Salon - AT
  - G. Credentials
  - H. Suite 200
    - Player Guests
  - J. Weekend Seating
  - K. Media Dining
  - L. PR

2041002157

VIRGINIA SLIMS TENNIS  
Staff Meeting Notes  
February 4, 1993

Attendees: Ina Broeman (IB); Edna Moore (EM); Nancy Zimbalist (NAZ); Shari Barman (SB); Annalee Thurston (AT); Janine Goldberg (JG); Heather Hellman (HH); Fred Mullane (FM); Michelle Marcisak (MM); Emily Bruce (EB).

I. Housekeeping

A. Expenses:

- 1) Everyone is doing a good job with their expenses, especially original back-up as much as possible, no matter what the amount of the expense is (not just for expenses over \$25.00).
- 2) The accounting department said that a check will be cut the next day after the expenses go into the system. (HA!)
- 3) The accounting department will process an expense check and deduct any questionable charges, rather than hold the entire reimbursement up.
- 4) Affiliates need to send original invoices.
- 5) No third party invoices can be submitted for reimbursement unless proof of payment is also provided.

B. Weekly Status Reports: JG, FM, MM, JG and HH need to submit weekly status reports to NAZ every Wednesday. The status report routing/schedule is as follows.

- o Staff send to NAZ by Wednesday.
- o NAZ sends to EM by Thursday.
- o EM send to IB by Friday for IB's meeting with Ellen Monday morning.

C. Business Cards: Consultants can no longer have business cards printed through PM. SB, AT, JG, HH and MM will have cards produced with an outside printer, coordinated by SB. All cards will be basically the same format and use the PM crest logo, rather than VS Tennis. All titles must contain the word "Consultant"

continued/

2041002158

VIRGINIA SLIMS TENNIS  
Staff Meeting Notes  
(Page two)

Titles: SB/AT: Event Management Consultant  
JG: Public Relations Administrator  
Consultant  
HH: Public Relations Consultant  
MM: Operations Coordinator  
Consultant

Next Step: \* NAZ send SB PM logo sheet.  
\* SB send consultants layout for approval.

D. Media Guide Photos (1994): AT loves her 1993 Media Guide photo---so much so that she wants to make sure it appears in every Media Guide to come. Just in case she changes her mind, this subject will be re-addressed as the 1994 deadline date gets closer.

E. Wrap-Up Reports: Everyone---well, almost everyone---is doing a good job with getting their wrap-up reports done. The PR wrap-ups in particular are very comprehensive. These reports are important for next year's contracts with each of the events so the on-road staff needs to make sure that every aspect of the event is included, no matter how small. Be sure to include business items. Also, the PR wrap-ups should contain an outline of any demonstration information, including coverage, etc.

F. E Mail: Everyone can be on E Mail. A modem is needed.

Next Steps: \* EB to get name and telephone number of the person in LA who has the IBM laptops so that the West Coast contingent can go look at them as a Hewlett Packard replacement possibility.  
\* JG, HH, AT and SB to give EB our name, address and type of computer for E mail.

II. Public Relations

A. Media Days: Chicago: Martina  
Houston: Mary Pierce

continued/

2041002159

VIRGINIA SLIMS TENNIS  
Staff Meeting Notes  
(Page three)

Florida: None yet;  
Gaby is doing a conference call  
with approximately  
publications;  
Steffi did a 1-on-1  
telephone interview with the  
Miami Herald.

No other events have been set yet.

Note: Mary Joe Fernandez is now playing  
all VS events this year; however,  
according to the troops, she has  
not been very cooperative.

Next Step: \* JG to make arrangements for Joyce  
Newman to speak with Mary Pierce for  
1/2 - 1 hour on the telephone before  
her media day.

- B. **Special Events: Auctions:** Chicago-Monica's racquet.  
There is a large photo of BJK  
at PM which we can get her to  
sign for an auction.

Next Step: \* JG coordinate BJK poster with  
NAZ/MM.

- C. **Cohn & Wolfe:** They are going to be steered in another  
direction. IB, JG, NAZ, EB, Bill and Ella will meet with  
C&W February 25th to discuss change in approach for  
publicity for the Championships.

- D. **Affiliates:**

1. Wrap-Ups:

a) **Clips:**

- 1) Divide into wire, lifestyle and  
sports....pre-event, during event and post-  
event. Then have a summary at the end.
- 2) Include original newspaper and magazine  
clippings.

continued/

2041002160

VIRGINIA SLIMS TENNIS  
Staff Meeting Notes  
(Page four)

b) **Media Impressions:**

- 1) Need to quantify the media impressions using the following formula:  
 $2.5 \times \# \text{ of stories} \times \text{circulation}$

**Next Steps:** \* EB to give JG copy of Tip Nunn's wrap-up as a good example.  
\* JG to advise all affiliates of above wrap-up guidelines.

2. Joint Affiliate Meeting: With Marlboro Racing and VS Tennis to share ideas. Discuss possibilities of cross-promotions.

- a) **Schedule:** 1 day altogether  
Next day breakout groups.

**Next Steps:** \* EB to provide notes from Marlboro Racing "brainstorming" affiliate meeting previously held.

3. Photos/Compilation Tapes: EB/Barbara Hannan are going to start putting together a good file.

- a) **Compilation Tape:** For presentation purposes, EB needs clips and footage more frequently than the compilation tapes at the end of the event.

**Next Steps:** \* EB will tell JG ahead of time if she needs separate tapes rather than waiting for the comp tape.  
\* JG will advise Chicago, Florida and Houston, as necessary.

- b) **Photo Technology:** EB is looking into this new system whereby photos are transmitted to publication utilizing this particular camera/computer/printer system. She will also check the Marlboro Racing and VS Tennis event schedules to see if one system can be shared.

continued/

2041002161

VIRGINIA SLIMS TENNIS  
Staff Meeting Notes  
(Page five)

4.     Cross Promotions:   \* Need a list put together of all events going on in our tennis markets.  
                                  \* Need a master schedule of all PM events.

Next Steps:           \* JG ask affiliates to put together local market event list.  
                          \* EB put together master PM event schedule and distribute.

D.     Government Affairs: We saw the PM USA Media Tour video tape (reaction to EPA report).

- 1)     Six weeks prior to the event, the on-road staff should touch base with the local Government Affairs representative for every tournament to find out how we can assist them.
- 2)     The on-road PR staff should carry smoking accommodation signs for the Media Centers.

Next Step:           \* MM to put together a packet of signs for all on-road staff.  
                          \* FYI:     NAZ will have JG, HH, AT and SB put on the FYI mailing list to be sent to us weekly.  
                          \* EB will arrange to put JG, HH, AT, SB and affiliates on mailing list of PM stand on issues (get a copy of the EPA study memo from Vic Han).  
                          \* NAZ to check with CA to find out which ads they want to include in the tournament program.

E.     Retailers:

- o There should be an emphasis on making retailers happy. Invite them to all media events, get them photos with players, etc. This should be done through the Sales Force.
- o PR/Operations on-road staff should establish contact with the Section managers well in advance to see if they want any tickets, etc.

continued/

2041002162

VIRGINIA SLIMS TENNIS  
Staff Meeting Notes  
(Page six)

Keeping everyone in the loop:

- o Sales Force (JG/HH).
- o Brand (NAZ).
- o AT (NAZ/MM)

- Next Steps:
- \* Chicago: HH/MM speak with Mary Heath re: Dominick's involvement with tournament.
  - \* Florida: AT/MM contact George Fountain re: Farm Stores' tournament involvement.
  - \* Houston: AT/JG speak with Martha Claussen re Fiesta involvement.
  - \* IB to set up a day for each of us in the field with the Sales Force.

### III. Travel

#### A. Vacation and Travel Schedules:

1. Make sure we're covered and not everyone goes on vacation at the same time.
2. JB and HH have one change to the schedule previously submitted regarding Indian Wells. HH will cover the event through Thursday; JG, Friday through Sunday.

- Next Step: \* Everyone, including IB and EM, is to do a 6 month schedule (through June) for vacation and travel.
- \*IB, EM and NAZ to decide who will be attending which events amongst the three of them.

#### B. Hotel Reservations: AT to handle as follows:

Chicago: o MM to make NAZ reservation for Tuesday night.

Florida: o Look into different hotels available and make a recommendation.  
o FM will commute.  
o Reservations: HH: Starting Sunday  
AT: " "  
NAZ: Friday/Saturday nights  
IB: tba

continued/

2041002163

VIRGINIA SLIMS TENNIS  
Staff Meeting Notes  
(Page seven)

Houston:   o Reservations:   JG:   Starting Sunday  
                                  AT:       "       "  
                                  FM:       "       "  
                                  NAZ:   Friday/Saturday nights

Los Angeles:   o Reservations:   AT:   Commute  
                                  JG:       "  
                                  HH:       "  
                                  FM:   Starting Sunday  
                                  NAZ: Friday/Saturday nights  
                                  EM:       "       "

Newport:       o Reservations:   HH and FM

Philadelphia:   o Reservations:   AT:   Starting Sunday  
                                  JG:       "       "  
                                  FM:       "       "  
                                  NAZ:       Friday/Saturday

- C.   Airline Tickets:   There will be changes with airline tickets in that everyone will have to start buying their own rather than getting them through PM Travel.

Next Step:       \* NAZ to advise when this goes into effect.

- D.   Car Rentals:       AT to check with all tournaments to see if a tournament car can be provided to the VS on-site staff.

- E.   Mileage Allowance:   Still 28 cents per mile.

IV.   Photography

- A.   Source: VST Stamp:   FM has ordered the stamp.

Next Step:       \* FM to check with EB to see if the word "Source" can be dropped.

- B.   Files in NY Office (Dupes):

- 1)   MM is in charge of the photo file.
- 2)   Will only keep a few head shots on file.

- C.   Quicker Turn-Around:   FM should send proof sheets directly to NAZ or MM.

continued/

2041002164



VIRGINIA SLIMS TENNIS  
Staff Meeting Notes  
(Page eight)

- D. **Dark Room:** FM is looking into using labs in different event cities as well as one near his home.
- E. **VS Championships Rush Charges:** NAZ to check with IB regarding MSG's access to Championships photos and lab.
- F. **Publications:** VS Tennis will no longer provide photos to International publications at no cost.
- G. **Promoters:** The promoters should not be able to access our photos for free. We will accommodate their requests, but they have to pay for them.
- H. **Affiliates:** A system needs to be set up to determine what the affiliates are spending on photos.

**Next Step:** \* JG/FM to work out a system to keep track of each event.

I. **WTA:**

- 1) We want all of our original photos back. They have a habit of hanging onto them.
- 2) We will still provide photos for their publications.

**Next Step:** \* FM to continue to pursue WTA for photos.  
\* JG to write to Ana Leaird regarding change of policy.

- J. **Release Form:** FM needs to devise a form to send along with all of his photos saying that the recipients will be charged if the photos are not returned within a certain time period.
- K. **Prize presentations:** Per FM, the prize presentations need to be orchestrated better for photo purposes.
- o Give flowers to the players on the way out to the court before the match, rather than at the end of the match.
  - o Tighten up the presentation so there is adequate time for photos before the tv interview.
  - o At MSG the presentation is physically too far away. the group needs to be brought closer.

continued/

2041002165

VIRGINIA SLIMS TENNIS  
Staff Meeting Notes  
(Page nine)

- L. VS Championships Film Deal: June 1st is the deadline date set for MSG to secure a film deal.

Next Step: \* NAZ to advise Bill and Ella and the confirm with FM.

V. Newport Event

- o July 8-11. It's still on utilizing Trade Marketing's budget. HH to attend as last year.

Next Step: \* NAZ to discuss details with Debra Miller and keep Corporate Affairs in the loop.

VI. U.S. Open

- o VS Tennis will take over all of the PM tickets in the building.
- o Nothing will be done on site. Corporate Affairs may want to do something off-site.

Next Steps: \* AT to look at last year's tickets and pull together a plan/recommendation to send to Jim Morgan.

VII. Materials

- A. Player Gifts: Chicago: White mock turtle neck  
Florida: City t-shirt or white golf shirt  
Houston: Windbreakers (?)

Next Steps: \* NAZ to check with Florida to see if we can use the City T-Shirt.  
\* NAZ/MM to look into brand items which may be available.

- B. Media Gifts: All events: VST Mini Mag Lites  
Next Year: Look into an enamel pen.

- C. VS Championships: \* MM working with Gayle on gift ideas. Add a baseball jacket to the ideas considering.

VIII. Corporate/Government Affairs Events

- o Still waiting to hear if they will want to do any.

continued/

2041002166

VIRGINIA SLIMS TENNIS  
Staff Meeting Notes  
(Page ten)

IX. Named Events

- A. Operations Schedule:
- |                |                         |
|----------------|-------------------------|
| Chicago:       | HH/NAZ/MM               |
| Florida:       | AT                      |
| Houston:       | AT                      |
| Newport:       | HH                      |
| Los Angeles:   | AT                      |
| Philadelphia:  | AT                      |
| Championships: | SB/AT/NAZ/MM            |
| Stratton Mt.:  | Look at player<br>field |
- B. Staff Responsibilities: (This is for EM's benefit)
- AT: On-site operations  
JG: PR administrator and occasional on-site  
HH: On-site PR  
MM: Operations coordinator and occasional on-site  
FM: Photographer  
SB: Note taker
- C. Ticket Requests
- o Florida will be very tight.

X. VS Championships

- A. Player Concierge
- o Joan Staunton will return if she can.
  - o We need to think of a new name other than "Concierge" because it is confusing to the hotel guests.
- B. Information Handbook
- o AT will oversee production.
  - o EM will review Restaurants.
- C. Bag
- o Black, red or royal blue. Have LB do a layout.
  - o Use the 1990 size bag.

continued/

2041002167

VIRGINIA SLIMS TENNIS  
Staff Meeting Notes  
(Page eleven)

D. Ticket Incentive

- o MSG did not like the water bottle. They give this item to everyone in the Garden.
- o MSG would like t-shirts but they are too expensive for the amount requested. NAZ will look into getting rid of old inventory items for 1/2, then do a t-shirt for the other 1/2.

Next Step:       \* MM call Rose Wagner (WTA) to find out key chain cost and source.

E. Beauty Salon

- o We can do it for 2 days if we can get the room and hairdresser free for both days.
- o If it is held on only one day, then it should be Wednesday.

F. Credentials

- o Media Staff will be Gold.
- o Reverse colors for 1993. Do two color only.
- o Produce a Blue VIP credential.
- o Review lists and quantities before producing.
- o Personalize all credentials, including Player Guest. Include some sort of player ID--Zoltan Seles(MS).
- o The media having all access is a problem because they go into the area where the players are.

Next Step:       \* MM to look into numbering credentials when produced.  
                  \* NAZ to set up a conference call after Chicago with Ella, JG, SB, HH and NAZ to find a solution.

G. Suite 200

- o \$75 charge was a problem with some legislative restrictions. Need to re-evaluate.
- o Need to personally have signatures on all chargebacks. Other accounting procedures are also required.
- o New policy: Player guests cannot come into Suite 200 once their player is out of the tournament, unless they are accompanied by that player. This will be posted in the WTA office, locker room and player lounge.

continued/

2041002168

VIRGINIA SLIMS TENNIS  
Staff Meeting Notes  
(Page twelve)

Next Steps:      \* NAZ/Beth to provide SB with chargeback accounting requirements.

H.    Week-End Seating

- o    There is a problem (especially on Sunday) with all of the PM seats being empty for the finals. Guests tend to sit in Suite 200 and watch the match on TV. Recommendation: Close Suite 200 1/2 hour before the match and open again at the end of the 2nd set. This would be on Sunday only. On Saturday the Suite would be left open the entire time.

Next Step:        \* NAZ to discuss recommendation with IB.

- o    Walkie talkie earphones are need for courtside.

Next Step:        \* MM going to look into a NY source for walkie-talkies/earphones.

J.    Media Dining

- o    The food was good.
- o    The system worked well.
- o    Keep the hot dogs and popcorn available at all times.

K.    PR

- o    Martina and Monica would not do the MSG studio interview on Monday because they both had a match that day. This was not communicated to MSG by Ella until late that day, which created a problem.. JG will make sure there is better communication with MSG Network from the start.
- o    Each of the top 4 players must do a media day for the Championships or they do not receive their Bonus Pool money. JG wanted to know if VS could trade these media days with other events if they were not utilized by the Championships.

Next Step:        \* NAZ to discuss with IB and advise JG.

continued/

2041002169

VIRGINIA SLIMS TENNIS  
Staff Meeting Notes  
(Page thirteen)

- o Giselle (WTA) never showed up on-site until 4pm Monday.

Next Step:       \* NAZ will contact Gene Beckwith's replacement in advance regarding the WTA on-site schedule for the Media Center.

- o Media Center went very smoothly.

L.   Wrap-Ups

- o NAZ will put together everyone's wrap-up in a package, including her own, and distribute.

That's all folks!

2041002170

**Requisition Forms**

2041002171

NN071E

M.I.D.A.S. PF19

DATE 01/13/93

FIELD REQUISITION ENTRY

P/R:

NAME/ADDRESS

FROM TERR: 99 - 99 - 99

FOR TERR: - -

CHRISANNE FERRY

SPACE ID:

COMPANY: 01

PHILIP MORRIS USA

REQ NO: 69918 01 A

CARRIER: UPS

300 NORTH MARTINGALE RD

B/L NO:

SUITE 700

REQ DATE: 01 / 13 / 93

SCHAUMBURG

IL 60173

STATUS: A APPROVED

SHP RSRVD:

TS: I

PJ:

DEL NLT 1/22/93

MNT ITEM

COMMENT: \*\*\*INSIDE DELIVERY\*\*\*

CD NO

QTY

DESCRIPTION

WHS BLDG

MESSAGES

57200 48 VS ASHTRAYS P/48  
54547 72 VS TEN NEON GINNY T/LG  
54548 72 VS TEN NEON GINNY T/XL  
55912 400 VS TENNIS NAPKINS P/200

01 A  
01 A  
01 A  
01 A

\*I71E10-MAINTENANCE COMPLETE

IN HOUSE REQUISITION

2041002172



# Purchase Requisition

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## Procedures

1. Program Administrator fills out all information requested on form in computer and submits to Purchasing.
2. Purchasing fills in the prices and returns form to the Program Administrator.
3. Program Administrator routes the form for approval through appropriate monetary levels.
4. Program Administrator retains a copy of the form and returns the original to Purchasing.

P.O. No. \_\_\_\_\_

**PURCHASE REQUISITION**

ORDER FROM:		Date: January 29, 1993	
SHIP TO:		Req. No.:	
		Terms:	
		F. O. B.:	
QUANTITY	ITEM	UNIT PRICE	TOTAL
PURPOSE:		Prepared By: _____	
DATE REQUIRED:		Departmental Approval: _____	
DELIVER TO:		Executive Approval: _____	
ACCTG. CODE:			
DEPT: Event Mktg			
Acctg. Dept. Approval _____			

2041002174

P.O. No. N

PURCHASE REQUESTION

ORDER FROM: <b>M+R</b>		Date: December 9, 1992	
SHIP TO: Nancy Zimbalist Philip Morris USA, Inc. 120 Park Ave. - 12th Fl. New York, NY 10017		Terms:  F. O. B.:	

QUANTITY	ITEM	UNIT PRICE	TOTAL
1630	<b>'93 VS TENNIS CREDENTIALS</b> (Virginia Slims of Philadelphia) POS # 72323		
100	Ball Person	1.30 ea	2,119. <sup>00</sup>
150	Vendor		
75	Player		
200	Player Guest		
75	Special Guest		
100	Staff		
30	Umpire		
75	VIP		
100	Official		
200	Volunteer		
1105	= TOTAL		
25	Media Staff	PLEASE BOX ALL MEDIA/ PHOTOG. IN SEPARATE CARTON	
200	Media		
100	Photographer		
100	Photographer Daily		
100	Media Daily		
525	= TOTAL		
<b>DELIVERY DUE JANUARY 15, 1993</b>			

PURPOSE:  DATE REQUIRED: same as above  DELIVER TO:                      DEPT: Event Mktg  ACCTG. CODE: 044-137-4401-16-E-12 Acctg. Dept. Approval: _____	Prepared By: <u>Michelle Marcisak</u> Michelle Marcisak Departmental Approval: <u>Kristine McAuliffe</u> 3/12/96 12/16  Executive Approval: _____
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2041002175

TO: Distribution

DATE: December 11, 1992

FROM: Jim Spector

SUBJECT: PROMOTIONAL FULFILLMENT INVENTORY REQUESTS

The increasing value of promotion incentives/premiums, along with more stringent shipping restrictions on some items (i.e. lighters), have necessitated the following additional controls be placed on the Promotional Fulfillment Inventory Request Form (attached).

- "Monetary Approval" (Item 7) will now require the appropriate Brand Manager's signature. If the Brand Manager is not available, a director level or higher will need to approve.
- "Ship To" (Item 1) must be complete and must include a telephone number to eliminate any possible undeliverable situations.
- The "Purpose" of the request (Item 3) must be stated accurately and completely.
- The appropriate "Department Charge Code" (Item 5) must be completed.

Please make the appropriate people in your group aware of these changes as they will go into effect immediately. Also note that most multi-item requests will take at least 5 days to fulfill, so requests should be submitted with adequate lead time.

JS:lm

js016

Distribution:

C. Cohen  
P. Henriques  
N. Suter  
N. Parmet  
J. Taylor  
T. Gargulio  
J. Greene  
A. Sinha  
A. Goldfarb  
S. Piskor  
M. Mahan

cc: M. Antonoff  
I. Broeman  
J. Hecht  
S. LeVan  
N. Lund  
E. Marini  
A. Marrullier  
K. McMahon  
M. Meurer  
B. Mikulay  
B. Mora  
J. Restivo  
M. Saine  
R. Tomei

2041002176

PHILIP MORRIS U.S.A.  
PROMOTIONAL FULFILLMENT  
INVENTORY REQUEST

Date of Request \_\_\_\_\_

1 SHIP TO:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

2 PREFERRED DELIVERY DATE: \_\_\_\_\_  
(Allow at least 5 days from date of request)

3 PURPOSE:  
(Please state intended use for requested items)

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

4		UNIT QUANTITY REQUESTED
P.O.S. #	DESCRIPTION OF ITEM	

5 DEPARTMENT: \_\_\_\_\_ BUILDING: \_\_\_\_\_ FLOOR: \_\_\_\_\_  
DEPARTMENT CHARGE CODE: \_\_\_\_\_

6 REQUESTED BY: \_\_\_\_\_ EXTENSION: \_\_\_\_\_

7 MONETARY APPROVAL: \_\_\_\_\_

OVERNIGHT/AIR SHIPMENT REQUESTED: \_\_\_\_\_  
(Monetary Approval must be director level or higher for overnight air shipments)

SPECIAL INSTRUCTIONS: \_\_\_\_\_

Promotional Fulfillment Shipment Approval: \_\_\_\_\_  
For Fulfillment use only:

DISTRIBUTION:	FULFILLMENT GROUP	(WHITE)
	ACCOUNTING	(BLUE)
	FULFILLMENT HOUSE	(GREEN)
	REQUESTOR	(PINK)

**Ticket Requests**

2041002178

# Ticket Request

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## Procedures

- Information Required
  - Who the request is from, including name, title, address, telephone/extension number
  - Name of event
  - Business purpose
  - Date of request
  - Date and session/time---first and second choices---for which tickets are requested
  - Number of tickets
  - Chargeback code, including authorized signature
  - Who is to be contacted for follow-up

2041002179

**VIRGINIA SLIMS CHAMPIONSHIPS**  
**November 16-22, 1992**

**TICKET REQUEST FORM**

DATE REQUESTED: \_\_\_\_\_

Name: \_\_\_\_\_ Title: \_\_\_\_\_

Company: \_\_\_\_\_ Phone #/Ext: \_\_\_\_\_

Department/Address: \_\_\_\_\_

<b><u>DATE/TIME</u></b>	<b><u># OF TICKETS</u></b>		<b><u>FOR OFFICE USE ONLY</u></b>	<b><u>BUSINESS PURPOSE GUEST NAMES/TITLES</u></b>
	<b><u>1st Choice</u></b>	<b><u>2nd Choice</u></b>		
Monday, Nov. 16 - Session #1 (5:30pm)	_____	_____	_____	_____
Tuesday, Nov. 17 - Session #2 (5:30pm)	_____	_____	_____	_____
Wednesday, Nov. 18 - Session #3 (5:30pm)	_____	_____	_____	_____
Thursday, Nov. 19 - Session #4 (6:00pm)	_____	_____	_____	_____
Friday, Nov. 20 - Session #5 (6:00pm)	_____	_____	_____	_____
Saturday, Nov. 21 - Session #6 (12:00 noon)	_____	_____	_____	_____
Sunday, Nov. 22 - Session #7 (12:30pm)	_____	_____	_____	_____

Accounting (Chargeback) Code: \_\_\_\_\_  
**CHARGEBACK CODE REQUIRED FOR PROCESSING**

Signature: \_\_\_\_\_  
(Your signature above is authorization to charge back and obtain these tickets.)

**FOR OFFICE USE ONLY**

Approval:	_____	_____		
	<b><u>NZ</u></b>	<b><u>IB</u></b>		
Billing:	<b><u>QTY</u></b>	<b><u>COST</u></b>	<b><u>TOTAL</u></b>	
Chargeback:	_____	_____	_____	_____
Complimentary:	_____	_____	_____	_____
Box Seats:	_____	_____	_____	_____
Reserved Seats:	_____	_____	_____	_____

Tickets Received By: \_\_\_\_\_ Date: \_\_\_\_\_  
(Print Name)

**Please Note: THIS FORM MUST BE RECEIVED BY NOVEMBER 6 FOR YOUR REQUEST TO BE PROCESSED.**  
You will only be contacted if there is a problem with your request. Tickets will be available to be picked up the week of November 16th only. Ticket availability is extremely limited. Return this form to Nancy Zimbalist - 120/12.

2041002180



**Request for  
Vendor Services**

2041002181

# Request for Vendor Services

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## Guidelines

- Purpose
  - To request a bid from a vendor to execute a program.
- Procedure
  - Program Manager prepares request letter outlining elements of the program (see list below).
  - Request letter is reviewed with Purchasing.
  - Program Manager coordinates with Purchasing to determine who will send the request to the vendors.
  - The request letters are sent to vendors simultaneously.
  - Proposals from vendors are not reviewed until all are received.
  - Once all proposals are received, they are opened and reviewed with Purchasing.
  - The vendor is chosen based on cost, experience and quality.
- Proposal Elements
  - Overview of program.
  - Outline of specific responsibilities required of vendor.
  - Executional considerations.
  - Request that the bid include itemized costs.
  - Deadline for returning proposal.

2041002182



# PHILIP MORRIS

U. S. A.

120 PARK AVENUE, NEW YORK, N.Y. 10017-5592 TELEPHONE (212) 880-5000

February 11, 1993

Mr. Mitch Berk  
Entertainment Marketing, Inc.  
350 West Hubbard Street  
Suite 430  
Chicago, IL 60610

Dear Mitch:

Attached please find the specifications for the MARLBORO SWAT Team, a bar night promotion scheduled to run May 1-September 30, 1993. We are seeking a bid for Entertainment Marketing, Inc. to implement the promotional aspects of this program.

The attached should be self-explanatory. If you have any questions, please don't hesitate to call me at (212) 880-3476. *Please note: Bids are due February 26.*

We appreciate your interest and input and look forward to receiving your proposal and bid.

Sincerely,

Deane Gross  
Manager, Event Marketing  
Marlboro

cc: Claire Person  
Steve Sampson

2041002183

MARLBORO ADVENTURE TEAM  
1993 BAR NIGHT PROGRAM  
REQUEST FOR PROPOSAL

1. Legal disclosure of confidentiality to be written.
2. **Marlboro Adventure Team Program Overview**

Consumers will be exposed to a national promotion in 1993 and beyond in which smokers 21 years of age and older will be encouraged to apply to "MAKE THE MARLBORO ADVENTURE TEAM." A team of 10 will be chosen through a national contest to win an 11 day trip out west to Utah and Colorado. The team will cover over 600 miles by way of 4-wheel driving, motorcycling, white-water rafting and horseback riding.

The Marlboro Adventure Team (MAT) program is a multi-faceted program being delivered through retail, media, direct-mail, and special events.

In an effort to further extend in-market support activity for the MAT program, Marlboro will be conducting a national bar night program in 25 markets across the continental US. Local crews clad in MAT gear will visit "hot spots" in Marlboro branded trucks, distribute contest entry forms, implement the MAT computer game, and distribute MAT related items to smokers 21 years of age or older.

The following is an overview of the basic elements of the MAT bar night program:

**Key Elements:**

Timing: May 1 -September 30, 1993

Markets: See attached

2041002184

Objectives:

- Educate the consumer about the MAT program.
- Extend in-market visibility and awareness for the MAT program in designated markets.
- Create excitement and generate interest for the MAT program among the largest number of YAMS possible.
- Encourage the largest number of contest entries possible.

Strategies:

- Develop a national MAT bar night program.
- Utilize local MAT crews.
- Research, negotiate, and schedule bar nights in designated markets.
- Distribute MAT related support materials (produced by PM).

3. **Executorial Considerations:**

- Bar nights will be conducted 5 nights per week, eight working hours per day. Overnights might be necessary, but should be conducted on an infrequent basis (e.g. in MAT exhibit and race markets).
- There will be 25 markets, see attached for team composition.
- The crew clad in MAT gear (uniforms provided by PM) will visit two to four bars per night.
- The crews will distribute MAT related items, contest entry forms, implement the computer game (lap top computer with a multiple choice trivia game; prizes are awarded for different level scores) to smokers 21 years of age or older.
- The crew will collect names for data base (all information will be sent to PM for keying).
- The crew members must be 21 years of age or older.
- Preliminary bar night schedules should be submitted to the NYO at least three weeks in advance.

2041002185

**4. Submittals:**

Your response should be submitted no later than February 26, 1993, and should be as detailed as possible including the considerations raised in this document and executional recommendations.

Please contact Deane Gross or Claire Person at (212)880-5000 if you have any questions or need clarification on any of the details presented.

**5. Scope of Work:**

It is PM's desire to contract with a single company on a turn-key basis to execute this program. The specific areas of responsibility include:

- Managing 5 bar nights per week in 25 markets simultaneously
- Hiring and training of local crews
- Researching and securing local bar night locations
- Warehousing and inventory control of MAT support materials
- Securing, maintaining, and transporting (when necessary) MAT trucks
- Submitting weekly status reports to NYO

Please separate your proposal into two sections:

- 1) Itemized bid outlining each area of responsibility, including all expenses.
- 2) A quote for the entire program.

TEAM: 3 trucks, 6 personnel, 3 computers

MARKETS RECOMMENDED NUMBER OF TEAMS

REGION 1:  
Boston/RI two  
Syracuse one  
Buffalo one  
NY three  
Philadelphia one  
Harrisburg one

back-up truck: one

REGION 2:  
Baltimore/DC one  
Richmond one  
Raleigh-Durham/Charlotte one  
Knoxville one  
Atlanta one  
Orlando one  
Miami two

back-up truck: two

REGION 3:  
DFW two  
Waco/Temple one

back-up truck: one

REGION 4:  
Cincinnati one  
Detroit/Grand Rapids one  
Chicago two  
Minneapolis one

back-up truck: one

REGION 5:  
Denver one  
Phoenix one  
Sacramento one  
San Francisco one  
LA three  
San Diego one

back-up truck: two

TOTAL TEAMS: 33

TEAM TRUCKS: 99

BACK UP TRUCKS: 7

TOTAL TRUCKS: 106

TOTAL PERSONNEL: 198

TOTAL COMPUTERS: 106

021093 DG (per AJM)

2041002187



2041002188



# Vacation Request

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- Contents

- Dates and total days requested.
- Remaining vacation days after this request.

- Procedures

1. Submit to direct supervisor.
2. Send a copy to Group Manager's and Director's secretaries.
3. Supervisor is to okay or reject at the bottom of the request and return it to the requestor, with a copy to aforementioned secretaries.

2041002189

# Itinerary

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## Guidelines

- Information to include:
  - Dates
  - Flight schedule(s)
  - Accommodations, including address, telephone and fax numbers
  - Purpose of trip
  - On-site telephone numbers, if available
- Distribution list:
  - All persons in immediate group
  - Director's secretary
  - Director
  - Other appropriate persons as needed (e.g. Brand)